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## Collaborative Librarianship: New Light on a Brilliant Concept

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## *Collaborative Librarianship: New Light on a Brilliant Concept*

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### Abstract

Libraries around the world have enjoyed a remarkable history of working together. The present contexts of collaboration in other sectors of society, of a growing literature on collaborative management theory and practice, of the Colorado experience in library collaboration, constitute fertile soil that nurtures new initiatives in collaboration. *No Brief Candle* provides perspectives on the importance of collaboration for libraries of the 21<sup>st</sup> century. The new journal, *Collaborative Librarianship*, builds on the great traditions of the past and seeks to promote library networking, cooperation and partnerships in new ways. Readers are invited to participate in this new venture.

Libraries and librarians working together is not a new concept or a new phenomenon. In fact, collaboration is at the heart of what libraries are about, and it has been for some time. As represented in any given sampling of library mission statements, chief among their aspirations is the goal to provide access to information by bringing together a scope of resources and services pertinent to the users of a library, a goal best achieved through partnerships of one kind or another. This is true for school libraries, public libraries, special, academic, corporate, or most any other type of library. Collaboration occurs at a basic, minimal level where formal or informal understandings between libraries permit reciprocal borrowing and interlibrary loan. Collaboration may be accomplished formally on a wider scale through rather sophisticated interlibrary loan agreements and delivery systems. On a more elaborate level, even wider access to resources is achieved through extensive collaborative partnerships, consortium licenses, joint service programs and shared web-based technologies.

In what I regard as a paradigmatic and prescient statement, Charles Henry, President, Council on Library and Information Re-

sources, asserts that collaboration will be the redefining principle of libraries in the 21<sup>st</sup> century. He believes academic libraries increasingly will become multi-institutional entities, and this change, moreover, is “not a passing phase in higher education. It is a transformational period that requires innovation and risk.”<sup>1</sup> While Henry’s statement describes the context of academic and research libraries, I am convinced the application is much broader than that. It relates, as I point out later, to wider communities of libraries, and to those not only in America but around the world. If we are in a transformational period that will lead to a fundamental and substantive change in librarianship, then a new journal should be part of the “tool chest” used to bring about the change. I will discuss, below, the historical precedence of library collaboration, what changes might yet occur as libraries meet the radical shifts in society, and introduce a new and exciting adventure in library collaboration. What follows covers (at risk of overdoing the metaphor): 1. Beacons from the Past; 2. Illuminations of the Present Context; 3. *No Brief Candle*: Reflections and Foreshadows; and 4. A New Light: Overview and Invitation to *Collaborative Librarianship*.

## 1. Beacons from the Past

Libraries around the world can boast a remarkable history of working together. This rich past, both remote and proximate, truly is cause for honor and celebration, a past that also constitutes, I believe, a reminder of partnerships that need to be strengthened and expanded. Leading lights from the past, of course, include from around the world the histories of the formation and successes of formal library associations, those remarkable organizations that represent the most enduring and extensive instances of library collaboration. Monographs chronicling association histories abound.<sup>2</sup> The library profession as a whole is indebted to those individuals and groups that have produced these careful accounts. In addition to formal professional associations, there emerged more recently various types of library consortia. Sharon Bostick's historical overview of the development of academic library consortia in the United States uncovered articles published in *Library Journal* as early as the 1880s that encouraged libraries to work together to share their collections. Although it took several decades to see one of the first full-fledged academic library consortia come into existence, the North Carolina's Triangle Research Libraries Network formed in 1933, other initiatives in collaboration emerged earlier in regards to development of classification standardization and cataloging services.<sup>3</sup> The United States did not corner the market, so to speak, of consortium development. Recent articles trace the development of library collaboration in India,<sup>4</sup> in Kenya,<sup>5</sup> in the Netherlands,<sup>6</sup> in Venezuela.<sup>7</sup>

Leaders of regional and national library organizations, as a rule, appreciate and promote library cooperation. For one, Dr. Camila Alire, President-Elect of the American Library Association, 2009-2010, states in an interview published in this inaugural issue of *Collaborative Librarianship* that libraries are at their best when they collaborate. Perhaps it is no exaggeration to suggest that

libraries increasingly will thrive, or languish, or possibly even die, to the extent to which they capitalize on and expand opportunities for collaboration.

Certain literature of the profession that also has given voice to this crucially important aspect of librarianship deserves special mention. In addition to the occasional monograph, such as *Collaborative Collection Development: a Practical Guide for Your Library*,<sup>8</sup> over the past two decades, there have been two journal publications that have dealt thematically with this topic in various forms. Although there was one short-lived journal published by Emerald, *Library Consortium Management: an International Journal*,<sup>9</sup> a more substantial Haworth journal, *Resource Sharing & Information Networks*, has been in publication now since 1983. This journal covers the crucially important matters of *interlibrary* cooperation. Its topics span the operations of academic, public, school and special libraries that address issues of interlibrary loan, cooperative collection development, document delivery and "transborder dataflow."<sup>10</sup> Published in both print and electronic formats, the journal weighs heavily on the side of technologies that advance networking and resource sharing. However, it also encompasses various personnel matters, budgeting and governance as they pertain to interlibrary collaboration. Of course, this begs the question, why another journal on library collaboration? The answer to this, as becomes clear later in this article, will highlight some important differences. Before moving to this discussion, however, an account of the present contexts giving rise to *Collaborative Librarianship* will be helpful.

## 2. Illuminations of the Present Context

In 2003, *Library Management*, another Emerald journal, published a theme-based issue entitled, "Information as the Currency of Democracy"<sup>11</sup> followed in the next issue with a set of articles on the topic, "Democ-

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racy and the Management of Information.”<sup>12</sup> Both publications stressed the important role of libraries in advancing and enhancing the values and processes of democratic societies. Democracy rises or falls on an informed population, and an informed population relies on full and, as much as possible, free access to information. Libraries meet this challenge by not only providing access to a wide range of information, but they also assist users in assessing the quality of that information. When the role of libraries is seen in terms of the fundamental character of social order and community development, that role acquires a certain gravitas. In order best to achieve this goal, thereby exemplifying the fundamental value of democracy itself, it stands to reason that library partnerships rise to a new level of significance. Better than any one single library, groups of libraries together extend their scope of resources, better manage those resources, and make them available to inquiring citizens in the most appropriate ways. In the present climate of increased social instability, of severe economic stress, and with new threats to national and community security, libraries can be and should be seen more sharply as safe harbors of democratic rights and freedoms. My point is this: libraries collectively can and must be deemed a fundamental good to free and democratic societies throughout the world. To this end, library collaboration and the resulting services and resources must be regarded as one of the enormous benefits of the “social contract” engaged by free and open societies that actualize the greater human public good. In a climate of national distress and resulting protectionism of various types, and in a time of growing international distrust, the power and potentials of greater library collaboration must be exploited more fully.

It is not surprising, then, that given social and political uncertainty, collaboration in other sectors of society increasingly emerges as a desired and valued democratic ideal. There are fine examples of collaborations, and libraries could look to these to spur them on. For example, on the international

stage, witness the creation and development within the last 20 years of the European Union. The “Treaty on European Union” signed in Maastricht on February 7<sup>th</sup>, 1992, brought about the shift from “European Community” to “European Union.” This was followed by the establishment of a single European market in January 1993, and the widespread use of the “euro” by January 1, 1999.<sup>13</sup> Even with all its tensions, competing interests, histories, and any number of mitigating factors, this amazing international phenomenon of collaboration appears to be working. As much as the European Union represents a case of “thinking the unthinkable,” so libraries should be encouraged to think more broadly, more deeply, more effectively about collaboration. Along the same vein, though not as dramatic perhaps, in the United States, the creation of the Department of Homeland Security in 2003 ostensibly was for developing a mechanism for collaboration among all government entities concerned with protection against foreign and domestic threats and to deal with disasters, natural and manmade.

Advancement in library collaboration may also take its cue from the vast field of writing on management theory and administration of various kinds that increasingly focuses on the importance of collaboration. A number of recent books deal precisely with this topic.<sup>14</sup> This shift in focus is captured well by the assessment of management theorists, Robert Agranoff and Michael McGuire.

For the greater part of the twentieth century, the processes of hierarchical management occupied practical and academic attention. But such a focus captures too few of the challenges faced by today’s managers. In the twenty-first century, interdependence and the salience of information have resulted in an environment where organizational and sectoral boundaries are more conceptual than actual, and collaborative managerial responses are required to complement, and in some cases even replace, bureaucratic processes.<sup>15</sup>

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While librarians and library administrators can learn much from leading thinkers on collaborative management, it should be acknowledged that at least on practicalities, libraries are already there. Libraries and library-supporting businesses and organizations have been practicing “collaborative managerial responses” for some time. However, there could be a much more deliberate and fruitful dialog between libraries and other sectors of the general field of management studies to discover and probe innovative and exciting modes of collaboration. In part, this is what *Collaborative Librarianship* intends to explore.

Being a further indicator of the emerging collaboration management paradigm, a new magazine appeared just this past fall. ICOSA Corporation released in September, 2008, the first issue of *ICOSA: Connection & Collaboration* whose mission it is “to create dynamic cooperation, partnerships and assistance among individuals, businesses, communities, governmental bodies and educational organizations to help foster growth and change.”<sup>16</sup> This glossy full-color magazine promises to popularize the principles, values and importance of collaboration among all types of community agencies. Hopefully libraries will be among them.

To narrow the discussion of the context giving rise to *Collaborative Librarianship*, in what I believe to be a pivotal article on academic libraries (that also has implications for all types of libraries), Brenda Bailey-Hainer and Rick Forsman, caution that the survival of academic libraries will depend on “the ability of academic librarians to recognize the revolution [of reduced social investments in higher education], then adapt rapidly and drastically.”<sup>17</sup> In some respects, the revolution is “all about the money,” but more broadly it also concerns a fundamental shift in the notion of the public good itself that encompasses the basic values and pursuits of society. An important part of the recognition and adaptability needed in all types of libraries pertains in one way or another to collaboration. As Bailey-Hainer and Forsman suggest, “We cannot afford to think

and respond individually because we have become interdependent on many levels.”<sup>18</sup>

Over the past few years, but very dramatically throughout 2008, the United States and indeed the whole world has been thrust into very uncertain times. The specter of global economic recession is upon us. National and international organizations have crumbled or have collapsed altogether. Who knows what effect the best efforts of governments will have in mitigating the crisis? Can our social organizations and cultures survive in their present forms? What changes are needed? While the origins of the immediate crisis are economic, undoubtedly the effect will ripple through all aspects of life and touch libraries and library organizations on every level – municipally, regionally and nationally and internationally. Retreat, downsize, consolidate, “wait and see” all seem to be today’s operative words. While the Bailey-Hainer and Forsman article was sparked by a downturn in public funding and a perceived change in the notion of the public good in Colorado, library collaboration, I am convinced, constitutes a basic value that ought to thrive even in the best of times.

Suggested earlier, libraries have enjoyed a noble history of collaboration through its many formal associations of one type or another. In addition to these, library partnerships and alliances of many kinds have been formed to expand and promote library resources and services. Some fine examples include the Alberta Public Library Electronic Network, OhioLINK, the California Digital Library, and, of course, OCLC. The Southeastern Library Network (SOLINET), created in 1973, serves almost 4,000 libraries of all types in 13 states and territories of the U.S.A. Founded in 1935, BCR is the oldest and one of the most established library cooperatives in the United States. These organizations, and others, are leaders in library collaboration and much could be learned from their challenges and successes.

Colorado libraries also have an impressive record of collaboration. Since its founding in

1974, the Colorado Alliance of Research Libraries (the "Alliance") has been committed to fostering partnerships among academic, public and special libraries in Colorado and Wyoming. Building on this vibrant, productive heritage, in recent years the Alliance's commitment to collaboration has taken on new force with the establishment of its "Shared Collection Development Committee." On another front, over the past two years, the development of the Alliance Digital Repository has resulted in a unique multi-institutional digital repository resource and service.<sup>19</sup>

Realizing the need for greater cooperation beyond the Alliance among a wider swath of academic libraries in Colorado, the Colorado Academic Library Consortium (CALC) came into existence in 2001.<sup>20</sup> One significant insight grasped in the formation of CALC was the realization of an amazing quantity and quality of professional resources found within the individual libraries of Colorado. It became one objective of the organization to provide opportunities for other libraries and their employees to benefit more fully by sharing these human resources.<sup>21</sup> The "Summits" have become one mechanism to do this.<sup>22</sup> Another is the development of an online journal designed to promote collaboration. CALC, from the beginning, has strongly supported the efforts of the Managerial and Editorial Board of *Collaborative Librarianship* as it has taken shape over the past year and a half.

In short, the contexts in Colorado and beyond — the political, social, economic, management and professional shifts and developments — constitute fertile soil from which emerges a new journal on library collaboration.

### 3. *No Brief Candle: Reflections and Foreshadows*

Enjoying an impressive history of collaboration, and given the present exigencies generating a new spirit of collaboration in many sectors of society, one cannot help but won-

der what this might hold for libraries and librarianship. Crystal ball gazing may be fraught with risks and mistakes but when done by those with experience and wisdom the results can be helpful.

In August, 2008, the Council on Library and Information Resources (CLIR), noted earlier, published a report on the changing character of academic libraries of the 21<sup>st</sup> century. Twenty-four educators, publishers and information technology specialists from leading American institutions of higher learning and supporting organizations earlier in the year pooled their insights and perspectives on the future of academic libraries. Their findings, in my view, are profound and far-reaching as they are radical and transformational of academic libraries.<sup>23</sup> They also apply, in my estimation, not only to research libraries but also to many other types of libraries that respond to a rapidly changing, protean information culture. The overriding theme in all these findings is collaboration. In what follows, I will highlight those assertions that emphasize the need for collaboration (which, incidentally, are most of them) and suggest how they may apply to a wider spectrum of library resources and services.

First, libraries will need to balance better their traditional mission of "conserving and preserving" with a new exigency for "risk and innovation." The *Report* states, "Change will require collective action, and such action will be impossible unless people are closer in spirit with regard to risk. We need to experiment and develop opportunities for work in new sectors or new alignments with different organizations."<sup>24</sup> With community libraries rooted firmly in the public square, perhaps this type of library can show academic libraries and special libraries the way forward in developing new partners within the wider community. The mission of public libraries, typically, relates to an understanding of the communities they serve, and the best public libraries meet the changing needs of these communities in innovative ways — while maintaining an impressive array of traditional services. But even public libraries face a challenge to forge new and

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better partnerships as they assert their legitimate and valued place in a liberal (in the best sense of the word) democracy. Not only do changing information needs and expectations require new partnerships for the library, but so the changing demographics and economies of the user communities require new morphologies and relevancies. Libraries need to be able to change the nature and scope of the resources they provide and perhaps change even their organizational structures as the need may be. Experimentation, calculated risk and innovation must demark the character of libraries of the 21<sup>st</sup> century.

Second, academic libraries increasingly will move into the teaching-educating role that will require new relationships with students. A new-found autonomy among library users in creating and accessing information through the web highlights a greater need for students to assess the quality and the appropriateness of information.<sup>25</sup> Public libraries and special libraries, though for different reasons, along with the academic, are faced with the challenge of redefining to their users their mission as partners in assessing and using relevant information. If libraries do not do this, the *Report* suggests, students, faculty and the general public increasingly will see the library as irrelevant. They can get information elsewhere, even if it is not the quality information they need.

Third, the experts contributing to the CLIR forum suggest that the library workforce itself needs to be redefined in terms of new library positions that will better enable collaboration between the library and the academic institution as a whole.<sup>26</sup> As this is true for the academic library, so it also is true for other types of libraries. In fact, this shift in career redefinition already has begun for various types of libraries. A scan of position openings posted in December, 2008, on the Canadian Library Association "Library Careers" web site (covering all types of libraries) and on the *The Chronicle of Higher Education* "Careers" web site (covering academic libraries) found the following positions: "Outreach and Development Co-

ordinator"; "Director of Digital Initiatives"; "Metadata Strategist"; "Interoperability Librarian"; "Science Fluencies Librarian"; "Media Fluencies Librarian" and "Business Fluencies Librarian." All of these postings emphasize collaboration, or "embracing change" or both. Of note as well, all require the ALA accredited MLS (or equivalent) degree. The CLIR panel further suggests that in order to meet the changing needs of library users, libraries may have to expand the scope of accepted professional credentials and also to "consider sharing positions with other institutions and to approach certain problems collectively."<sup>27</sup> The needs for new types of libraries will draw on the process and benefits of library collaboration.

Fourth, the rise of digital scholarship presents to libraries a new role in acquiring, classifying, cataloging and providing access to this type of material. The CLIR panel essentially sees digitization as an opportunity for a new mode of cooperation between an academic library and certain faculty members, or, in more general terms, between a library and a digital file creator. The creators will need librarians for editing, structuring and organizing the data, and for providing perpetual access and preservation for these types of especially vulnerable documents. Librarians increasingly will need digital creators to help them understand the subject-specific needs of the various types of digital data, to guide them in developing standards for unique subject metadata, and to gain insight into short-term and long-term research needs regarding digital files.<sup>28</sup> Digital scholarship and digitization is not the exclusive domain of academic libraries. Public libraries, too, like special and other types of libraries, increasingly have become agents and creators of digital materials that, among other things, preserve the history of the communities they serve, and record and promote the cultures of that community. In Colorado, for example, the "Digital Images Collections" of the Denver Public Library, feature a vast array of digitized photographs and documents depicting the historical images of the American West. These collections are slated for inclusion in the Denver Public

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Library's Digital Repository, a significant collaboration project between the Alliance, the Denver Public Library, the City of Denver, and the entire State of Colorado.<sup>29</sup> No only do digital scholarship and record management present the need for collaboration, the medium itself constitutes an increasingly effective *means* of collaboration, such as occurs at various levels through digital repositories.

Fifth, the CLIR panelists argued that academic libraries of the future will need to develop partnerships of one kind or another with commercial organizations. These partnerships will become necessary for ensuring ongoing access to databases, for developing software tools needed for an increasingly complex web environment, and for ensuring high quality intellectual content to commercially available digital resources. In light of this, the disturbing question is posed, "If libraries fail to partner with commercial entities to provide new services, will libraries fall behind and become irrelevant?"<sup>30</sup> Cast in larger terms, the imperative for all libraries becomes one of collaboration with the commercial purveyors of web-based services in the interest of quality information over against a preponderance of entertainment and amusement. All libraries, not just the academic, have a stake in working more effectively and more intentionally with the commercial sector in quality and access assurance.

Sixth, scholarly communication increasingly moves toward greater cross-disciplinary research and writing and values more and more the *process* of scholarship as distinct from the *product* of scholarship, the published books and articles. As scholarship develops along these lines libraries must develop their own abilities to collect and purvey materials related to the process. These materials include data sets, pre- and post-publication reports and documents, records of the various stages of writing and editing, primary source material, and so forth. Extending the scenario beyond scholarly communication, all types of libraries, and not only the academic, will better posi-

tion themselves to meet the needs of library users inasmuch as libraries are seen as centers that facilitate the collection and use of diverse materials that include primary documents and unpublished sources. Public libraries, especially in smaller communities, have long been meeting places for community groups, and perhaps the only viable meeting place in some instances. Why not position the public library as a repository for the documents (minutes, bylaws, reports, and so forth) of those organizations that use its meeting space? Developing more this collaborative function of the library can only enhance the value of the local public library. Corporate libraries, too, should facilities permit, could become meeting places for groups and organizations that hold affinities with the mission of that corporation. Career-oriented college libraries (those of cooking schools come to mind) could position themselves as centers where neighborhood groups (such as culinary clubs) could meet to conduct their business.<sup>31</sup> Possibilities for libraries-as-collaboration-centers are endless. In short, this type of collaboration moves libraries increasingly from the role of collecting and purveying secondary resources (that is, published material) to being the center for creating, promoting, collecting and preserving primary resources (that is, the stuff that published material is *about*).

And seventh, participants in the CLIR symposium expressed strongly the view that academic libraries need to become more experimental in connecting with faculty and other entities of the institution. It is a call for all library managers to encourage librarians and support staff to think creatively of ways to bring people together for learning and scholarship. This improved, broader emphasis on collaboration will need a change in fundamental thinking about librarians, a change from being the experts and guardians of collections, replete with their own vocabulary and grammar (some of it unintelligible to the general population), to an understanding of librarians as hosts and co-learners who use more intelligible speech and who develop services that more deeply welcome and affirm the inter-



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ests and information needs of library users. Experimentation may take librarians out of their zone of comfort, and it will most certainly require considerably more energy and commitment than does maintaining the status quo.<sup>32</sup> However, it is an exciting opportunity – and an imperative – for libraries in a changing environment in a new time.

As suggested by the CLIR panel, all of the characteristics of librarians and libraries well suited and positioned for the needs and challenges of the 21<sup>st</sup> century pertain to new ways of working together and working with new and non-traditional partners. If there is one dominant theme in all the insights and assessments in *No Brief Candle*, it is collaboration. Of libraries that are most relevant and valued in the 21<sup>st</sup> century, collaboration is the fuel that will cause the flame of learning, research and information to be that bright and burning light of knowledge in which the human good truly flourishes.

#### 4. A New Light: Overview and Invitation to *Collaborative Librarianship*

The remarkable history of library cooperation, the present exigencies for broader partnerships and creative networking, and the new modes of collaboration required to meet the needs and interests of the 21<sup>st</sup> century academy and public square, lead to *Collaborative Librarianship*. This new journal embarks on the exciting adventure, noted earlier, that Charles Henry envisions for library resources and services, one that truly builds on the grand traditions of the past, but one that embraces the challenges of the future with its opportunities for innovation.

The statements of mission and vision of *Collaborative Librarianship* provide a concise overview of what the journal is about and what it hopes to achieve.

##### a. Mission

*Collaborative Librarianship* publishes scholarly and professional writing on the nature, methodology, promotion, practice and concerns of why and how libraries, librarians and library consortia work together and work with their partners to advance the creation, collection and dissemination of information.

To advance this mission, *Collaborative Librarianship* is committed to scholarly, open access publishing. It is the only peer-reviewed, open access journal devoted solely to collaborative pursuits across the broadest spectrum of librarianship that includes public, academic and special libraries.

##### b. Vision

Collaboration is a fundamental value in the practice of librarianship. It takes many forms, from in-house to consortia cooperatives and beyond. In the development both of resources and in the provision of services, partnerships are crucially important, whether formal or informal and in their other myriad manifestations. *Collaborative Librarianship* advances an understanding of the principles of why and how organizations and persons work together to achieve the greater good. *Collaborative Librarianship* encourages and supports the expansion of partnerships within the library world, and records and explores exemplars of collaboration and probes the challenges encountered.

*Collaborative Librarianship* critically examines issues related to collaboration among librarians and libraries of any type, and between libraries and library consortia and other organizations and agencies. *Collaborative Librarianship* provides a forum for sharing collaborative initiatives addressing both theory and practice and invites contributions from around the world. The journal includes scholarly articles that are peer-reviewed, a "From the Field" section for articles, essays and reports not peer-reviewed, a "Reviews" section that covers published materials, products and web resources that

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promote collaboration, and a frequently updated "News" section. Submissions to each of these sections are welcomed. Please contact the section editor/s.

### c. Purpose

Those involved in this venture strongly believe *Collaborative Librarianship* is a journal "whose time has come." The time is now to address explicitly, extensively and creatively a broad array of issues and challenges that face librarianship today. As such, the journal sets out to accomplish a number of objectives.

*First*, it extends the scope of inquiry, scholarship and conversation beyond what is currently available in published form to include collaboration between libraries and those organizations and agencies outside the usual parameters. These include community, government, business, non-profit, educational, cultural agencies. *Second*, it draws into conversation the theory and reflection on collaboration found in the business community, in the public and private sectors and in organization administration generally. *Third*, the journal espouses open access scholarly communication. Free, open access to information not only is a fundamental value of libraries, it also is key to expanding and promoting the theory and practice of collaboration in the broader library community. *Fourth*, collaboration not only pertains to technology and the library systems exploiting that technology, it also pertains (and perhaps most importantly) to the human dimension of librarianship. Thus, the journal will cover, in addition to technology and related matters, a range of personnel and human concerns, namely, professional skills and development, staff structuring and restructuring, critical and creative thinking, and a host of other human qualities that advance collaboration. *Fifth*, the

journal explores social and political currents and the theoretical foundations that form and direct the communities and societies in which libraries exist and which affect developmental trajectories of libraries. *Sixth*, while the journal celebrates the rich history of library collaboration and champions the cause of collaboration, it does not do so uncritically. Not all collaboration has been effective. There have been feeble attempts and failures in the past, and not every aspect of librarianship is suited for collaboration. *Collaborative Librarianship* values and promotes thorough understanding, reasonable judgment and wise action.

While these commitments are large and in some respects daunting, the point must be made that success in achieving them rests to a large extent on you, the reader, the professional, the expert information specialist, and all those who appreciate the need and value of collaboration. As such, an invitation is extended to librarians, to support staff, to administrators and to other community partners to participate in this venture. And as a "work in progress", *Collaborative Librarianship* looks to a skilled cadre of practitioners, leaders and visionaries for contributions that will advance the mission and vision of the journal.

### d. Management

Contributors to the journal will join a remarkable cohort of library leaders who already have lent their good name and their insights to *Collaborative Librarianship*. Our Advisory Board assembled to date includes leading lights who not only value collaboration, but who also practice and promote collaboration. I wish briefly to introduce them to you.

Stephen Abram, President, Special Libraries Association, 2008; Vice President, Innovation and Chief Strategist, SirsiDynix; Past-President, Canadian Library Association; Toronto, Ontario

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Camila Alire, President Elect, 2008-2009, American Library Association, 2008-2009, Dean Emerita, University of New Mexico and Colorado State University, and Past President, 2005, Association of College and Research Libraries, Sedalia, CO

Brenda Bailey-Hainer, President and CEO, BCR; President-Elect, 2009, Association of Specialized and Cooperative Library Agencies (of ALA)

Christie Brandau, State Librarian, Topeka, Kansas

Deirdre Brennan, Executive Director, Oak Park Public Library, Oak Park, IL

Todd Carpenter, Managing Director, National Information Standards Organization (NISO), Baltimore, MD

Timothy Cherubini, Director of Information Resources, Collections & Scholarly Communication, SOLINET, Atlanta, GA

George Jaramillo, Library Director, Taos Public Library, Taos, NM

Barbara Jeffus, School Library Consultant, President of the National Association of State Educational Media Professionals, Sacramento, CA

Jesús Lau, President-Elect, 2008-2009, Mexican Library Association (AMBAC), Director, USBI, Universidad Veracruzana, Veracruz, Mexico

David Stewart, President, 2008-2009, American Theological Library Association, Library Director, Luther Seminary, St. Paul, MN

Along with this roster of noted library and information specialists, *Collaborative Librarianship* draws on a talented Editorial and Managerial Board. Members include:

Section Editors:

Pamela Blome, Colorado School of Mines, Golden, CO (Reviews)  
Steve Fisher, University of Denver, Denver, CO (Scholarly Articles)  
Valerie Horton, Colorado Library Consortium, Centennial, CO (News)  
Joseph Kraus, University of Denver, Denver, CO (News)  
Michael Levine-Clark, University of Denver, Denver, CO (Scholarly Articles)  
Barbara Losoff, University of Colorado at Boulder, Boulder, CO (Reviews)  
Chris Sugnet, Colorado State University, Fort Collins, CO (From the Field)

Copy Editors:

Janet Lee, Regis University, Denver, CO  
Greg Robl, University of Colorado at Boulder, Boulder, CO

Technical Editors:

Christopher C. Brown, University of Denver, Denver, CO  
Joseph Kraus, University of Denver, Denver, CO  
George Machovec, Colorado Alliance of Research Libraries, Denver, CO

General Editor:

Ivan Gaetz, Regis University, Denver, CO (and Scholarly Articles)

As the first issue is released in publication, *Collaborative Librarianship* continues development of its list of peer reviewers. Should you wish to become involved in peer reviewing, please contact Michael Levine-Clark or Ivan Gaetz via the journal's web site. If you wish to contribute items for publication in any of the sections listed (Scholarly Articles, From the Field, Reviews, or News) please contact the section editor/s.

This introductory article, admittedly, has been a scattering of history, theory, present practice and future prospects that touch on many types of libraries and that recognize the international scope of libraries in general. Most importantly, though, this has been an introduction and an invitation to read, to explore and to contribute to the grand tradition of libraries in collaboration, and to join all of us who see the need and opportunity to raise collaborative librarianship to new levels of significance within the profession and within the communities that libraries serve.

<sup>1</sup> Charles Henry, "Foreword" in *No Brief Candle: Reconceiving Research Libraries for the 21<sup>st</sup> Century* (Washington, D.C.: Council on Library and Information Resources, 2008), v.

<sup>2</sup> Fine examples of Library Association histories include: Dennis Thomison, *A History of the American Library Association, 1876-1972* (Chicago: American Library Association, 1978); William Arthur Mumford, *A History of the Library Association, 1877-1977* (London: Library Association, 1976); J. C. Mehta and N. N. Mohanty, *50 Years of Indian Library Association, 1933-1983: Golden Jubilee* (Delhi, India: The Association, 1983); Library Association of Singapore, *Library Association of Singapore Silver Jubilee, 1955-1980* ([Singapore]: The Association, 1980); William M. Cochran, *A Century of Iowa Libraries in Association: a History of the Iowa Library Association, 1890-1990* (Des Moines, IA: Iowa Library Association, 1990); Merle Van de Klundert, *Turn Back the Pages: a History of the Dunedin Public Library Association, 1890-2005* ([Dunedin, NZ]: Dunedin Public Libraries Association, 2006); Benton H. Wilcox, *The Wisconsin Library Association, 1861-1966* (Madison, WI:

Wisconsin Library Association, 1966); Robert W. Richmond, *Shining the Light: a Centennial History of the Kansas Library Association* (Hutchinson, KS: Kansas Library Association, 2000); Oklahoma Library Commission, *Oklahoma Libraries, 1900-1937; a History and Handbook, Published in Observance of the Thirtieth Anniversary of the Organization of the Oklahoma Library Association* (Oklahoma City, OK: Oklahoma Library Association, 1937); Margaret Peebles, ed., *The Mississippi Library Association: a History, 1909-1968* (Jackson, MS: Mississippi Library Association, 1968); Ruth Hale Gershevsky, *PNLA 1909-1959: a Chronology and Summary of Fifty Eventful Years* ([Seattle, WA]: Pacific Northwest Library Association); Ellis E. Tucker, J. B. Howell and John D. Marshall, *The Southeastern Library Association: Its History and Its Honorary Members, 1920-1980* (Tucker, GA: Southeastern Library Association, 1980); Alston Jones Plummer, *North Carolina Library Association: Centennial Handbook, 1904-2004* (Charlotte, NC: North Carolina Library Association, 2004); Jane F. Hindman, *History of the Catholic Library Association: the First Sixty Years, 1921-1981* (Haverford, PA: The Association, 1983); Alma Dawson and Florence M. Jumonville, *A History of the Louisiana Library Association, 1925-2000* (Baton Rouge, LA: Louisiana Library Association, 2003); Terence M. Hodges, *The Southern Chapter of the Medical Library Association: a Fifty Year History, 1951-2001* (Nashville, TN: Southern Chapter of the Medical Library Association, 2001).

<sup>3</sup> Sharon Bostick, "The History and Development of Academic Library Consortia in the United States: an Overview" *The Journal of Academic Librarianship*, Vol. 27, no. 2 (March 2001): 128-130.

<sup>4</sup> Sandeep K. Pathak and Neela Deshpande, "Importance of Consortia in Developing Countries – an Indian Scenario" *The International Information & Library Review*, Vol. 36, no. 3 (September 2004): 227-231

<sup>5</sup> Japhet N. Otike, "Library Cooperation in Kenya" *Journal of Librarianship and Information Science*, Vol. 21, no. 1: 36-48

<sup>6</sup> Lourense H. Das, "Library Partnerships in the Netherlands" *School Libraries Worldwide*, Vol. 8, no. 2 (2002): 82-93

<sup>7</sup> Abul K. Bashirullah and Xiomara Jayaro, "Consortium: a Solution to Academic Library Services in Venezuela" *Library Collections, Acquisitions, and Technical Services*, Vol. 30, nos. 1 & 2 (March-June, 2006): 102-107

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- <sup>8</sup> James Burgett, John Haar and Linda L. Phillips, *Collaborative Collection Development: a Practical Guide for Your Library* (Chicago: American Library Association, 2004).
- <sup>9</sup> First appearing early in 1999, *Haworth's Library Consortium Management: an International Journal* published eight issues. It ceased publication in late 2000. Noted particularly for its coverage of consortium development in various parts of the world, the journal also dealt with general issues of consortium management and development of strategic alliances of libraries especially as they pertain to technology.
- <sup>10</sup> For a comprehensive listing of articles and to review abstracts, see:  
<http://www.haworthpress.com/store/product.asp?sku+J121>
- <sup>11</sup> *Library Management*, Vol. 24, no. 8 (2003).
- <sup>12</sup> *Library Management*, Vol. 25, no. 1 (2004).
- <sup>13</sup> See  
[http://europa.eu/scadplus/treaties/maastricht\\_en.htm](http://europa.eu/scadplus/treaties/maastricht_en.htm) for an account and chronology of the emergence of the European Union.
- <sup>14</sup> To name a few: Anne Deering and Anne Murphy, *The Partnering Imperative: Making Business Partnerships Work* (West Sussex, England: John Wiley & Sons, 2003); Raymond E. Miles, Grant Miles and Charles C. Snow, *Collaborative Entrepreneurship: How Communities of Networked Firms Use Continuous Innovation to Create Economic Wealth* (Stanford, CA: Stanford University Press, 2005); Chris Huxham and Siv Vangen, *Managing to Collaborate: the Theory and Practice of Collaborative Advantage* (London: Routledge, 2005); Elizabeth Lank, *Collaborative Advantage: How Organizations Win by Working Together* (New York: Palgrave, 2006). It is interesting to note that a quick scan of these publications revealed no reference to libraries or library-supporting organizations.
- <sup>15</sup> Robert Agranoff and Michael McGuire, *Collaborative Public Management: New Strategies for Local Governments* (Washington: Georgetown University Press, 2000) 2. Agranoff's and McGuire's work will be followed by another from Georgetown University Press due in early 2009, Rosemary O'Leary and Lisa Bingham, Eds., *The Collaborative Public Manager: New Ideas for the Twenty-first Century*. It promises a more in-depth treatment of inter-organizational and interpersonal networks.
- <sup>16</sup> See:  
<http://www.icosamag.com/information/default.asp?NavPageID=71962>
- <sup>17</sup> Brenda Bailey-Hainer and Rick Forsman, "Redefining the Future of Academic Libraries: When the Definition of 'Public Good' Changes" *The Journal of Academic Librarianship*, Vol. 31, no. 6 (November 2005) 504. Bailey-Hainer and Forsman were also key organizers of the first "Summit" of the Colorado Academic Library Consortium held in May, 2005, that gave rise to the idea of developing a new journal to deal with library collaboration.
- <sup>18</sup> Bailey-Hainer and Forsman, 505.
- <sup>19</sup> See Peggy Johnston, *Fundamentals of Collection Development and Management*, 2<sup>nd</sup> ed. (Chicago: American Library Association, 2009), 278 on the Alliance Digital Repository. The Shared Collection Development Committee is similar to the University of California's Shared Collections and Access Program as described by Johnson, p. 275, except the Alliance's Committee spans various types of libraries and covers two states. For activities of the Committee, see:  
[http://www.coalliance.org/index.php?option=com\\_content&task=view&id=43&Itemid=125](http://www.coalliance.org/index.php?option=com_content&task=view&id=43&Itemid=125)
- <sup>20</sup> See the Colorado Academic Library Consortium web site: <http://calcweb.org/>
- <sup>21</sup> I do not suggest that Colorado is unique in developing mechanisms like this for library collaboration. There are many organizations in the USA and around the world whose main objective is to encourage and facilitate library collaboration. My point is simply to explain the Colorado context that gives rise to the development of the journal being introduced here.
- <sup>22</sup> Other mechanisms to share personnel resources and work together more effectively are outlined in the "Strategic Agenda" of CALC. See the PDF, "Strategic Plan" posted on the CALC web site.
- <sup>23</sup> See the report available online,  
<http://www.clir.org/pubs/abstract/pub142abst.html>
- <sup>24</sup> *No Brief Candle*, 2.
- <sup>25</sup> *No Brief Candle*, 2-3, 27.
- <sup>26</sup> *No Brief Candle*, 3.
- <sup>27</sup> *No Brief Candle*, 3.
- <sup>28</sup> *No Brief Candle*, 3-4.
- <sup>29</sup> For a complete description of the collection, and to get a sense of the scope of collaboration, see:  
<http://history.denverlibrary.org/images/about.html>
- <sup>30</sup> *No Brief Candle*, 5.
- <sup>31</sup> Perhaps, and hopefully, this already occurs, in which case an article on the topic would be most welcomed by *Collaborative Librarianship*.
- <sup>32</sup> *No Brief Candle*, 6.