>> Santi Thompson: Well, hello, everyone. Welcome to another day of the ALCTS exchange. I am Santa think Thompson, one of the working group members and on behalf of the group, we are thrilled that you all could join us again today. Like Tuesday's session, we would like to start the day by sharing information before we start the official program.

Just to remind everyone, each day has its own theme, in addition to our broader theme of embracing the past, building the future.

Today's theme is "Creative Problem Solving." We will learn how problems related to acquisitions, collection development and management cataloging and metadata and preservation can be solved through collaborations with other library departments and through creative problem-solving. Before we launch into our presentation, it might be helpful to frame problem-solving both in and out of the technical services environment. Now, I'm sure there are many frameworks we could draw upon to situate the day's conversation on creative approaches to problem-solving. I'm going to focus some of our time this morning on -- well, this afternoon -- on one approach. Familiar to me through my own collaborative research with colleagues at several different academic libraries in Texas. This is the emergence of the wicked problem in confronting library-related issues.

Richard Buchanan, a professor of design thinking at Case Western Reserve University reminds us of the types of problems that plague every facet of our lives, from broad, complex, societal paradoxes to the most mundane of tasks, and how all of these can require innovative solutions. For him, these solutions may frequently be rooted in design thinking, which is methodology, used by designers and others to solve complex problems and find desirable solutions for their clients. And one potential approach to that is displayed here on the screen. And in my previous statement, I said may, that Richard Buchanan may be interested in this because he just so happens to lecture and publish on these topics. Design thinking draws upon logic, imagination, intuition and systemic reasoning to explore possibilities of what could be, and to create desired outcomes that benefit the end user. Subscribers to design thinking methodology sometimes connect this approach with problems that are complex, often difficult to define, and even more difficult to solve -- to try to solve. Problems that social scientists coined as wicked problems in 1973.

Perhaps best known and most widely used in social policy planning to confront some of the most complex problems facing society today, such as climate change, wicked problems have a series of ten characteristics that differentiate them from other categories of problems, including how unique they are, how they can be viewed from various perspectives, and thus present multiple natures of the problem and approaches to solving it, depending on the perspective. And how ultimately there may be no right or wrong resolution, but only better or worse solutions.

Librarians and information professionals have adopted this model for thinking about some of the formidable challenges that surround the management of resources, including digital objects, research products and electronic resources. I'll draw upon just one of a series of documented examples to illustrate the parameters of the wicked problem framework. Researchers Cox, Pinfield and Smith at the University of Sheffield connected and analyzed interview data to measure how effective it is for librarians to conceive of research data management as a wicked problem. For those who are not familiar, research data management is part of the research process, and aims to make the research process as efficient as possible to meet expectations and requirements of the university, research funders and legislation. It typically addresses how researchers create data and plan for its use, organize, structure and name it, make it secure, provide access, store and back it up, and also find information resources, share with collaborators and more broadly, publish and get cited for this research.

Cox, Pinfield and Smith's findings confirmed this was a useful way of understanding the challenges of managing research data. Due in part to the myriad issues associated with the service. Some of these hurdles were grounded in complex technical issues, such as how to build a data repository for which metadata standards were most suitable. These problems are compounded by organizational, political and economic issues. But the authors also pointed out that the research data management could not be reduced to mere technical problems. Because research data management remains a newer type of service, studies showed that it was frequently difficult for libraries to understand the complexity of research data management because the profession lacked the appropriate analogies with other past problems that they had experience with. Additionally, their research found that research data management responsibilities had often been given to those with backgrounds in open access, publishing and management. Indeed, open access was usually recognized by interviewees from a library's perspective to be somewhat analogous and also a linked problem. It was also recognized to be problematic if research data management were to be seen as the same problem or having the same set of issues that open access has, and requires the same approach. Despite the connections and the parallels. So to prepare us for today's conversation on creative problem-solving, I would like to begin the day with some brain-storming activities. After hearing an example of a wicked problem, I'm curious to know first what is a complex, maybe even wicked problem you all are confronting right now? And I'll give us a moment or two to respond.

Okay. Sarah Becker from Arlington, Massachusetts says that E book management is very complex. Karla writes that handling mega data for collections. Ardeen White from Cornell may be the biggest wicked problem of them all, how to do linked data. And we have a whole slew of things coming in now. So the digital preservation live cycle, from creation to preservation and curation.

Folks trying to rethink their discovery environment. How to preserve virtual gains. Very interesting. Demand-driven acquisitions. Okay. So support/buy-in from library administration for technical services in general, and for new technical services future roles. And Ellen brings up a really good point, showing how we can serve students' success by our everyday work in cataloging.

Okay. Great job. This leads to our next poll question. Which -- actually, brain storming question. Sorry about that. What factors might cause a library-related issue to morph into a potentially wicked problem in your work environment?

Budget constraints, says Susan, the ever-present issue. And Susan also brings up staff inability to change. Change management is frequently a large barrier for all kinds of institutions. Dale talks about changing user expectations. And sometimes even knowing what the user expectations are can be difficult. Let alone changing them. The fluidity of research needs and the format shifts, Ellen brings up. Staff training and development.

Ellen -- another Ellen -- brings up the lack of interest by administration or decision makers and a lack of leadership and ability to persuade decision makers. Rebecca talks about misunderstanding of staff and patrons of the role and goals of technical services.

Jeanette talks about the lack of time to take on new roles.

Any last thoughts on these?

All right. Well, thank you all. Thank you for those contributions.

So data generated during that brain storm session will be transferred to an exchange online forum page called "Creative Problem Solving," and when I'm done speaking, I will send out the link to that page so you all will have it. And so what will happen is we'll transfer that information over, and you can use that to see all of the different types of problems people are facing and the sort of barriers that we've identified that are creating them and expanding the problems to maybe become a wicked problem. And then in that venue, you can also feel free to contribute to the conversation and continue it well past the day 2 part of the exchange or even the Exchange itself. So once we have recognized the problem, whether wicked or not, we, as information professionals, strive to find viable solutions. Sometimes these are linear, predictable and easily measurable. Resolutions that are frequently referred to as elegant solutions. Because of the aforementioned complexity, elegant solutions rarely mitigate wicked problems. For those, the literature reminds us that we all too often can only hope for a clumsy solution, one that partly satisfies different stakeholders and different conditions. Clumsy solutions often encapsulate decisions made with the best variables or set of information available to use at the time,

with the realization that these decisions may change as the context and expectations around a problem evolve.

And this environment consensus may be difficult or even impossible to achieve. As such, organizations should be agile enough to account and respond to the inherent contradictions between the wide viewpoints embedded in the wicked problem. Today you will hear about a variety of problems that libraries face, from overcoming hurdles in work flow and technologies. Presenters will discuss how they use common tools, not intended for library work flows, to address technical service obstacles. They will also describe how they have collaborated across the room, across departments and across the library to address the problems they faced. A common thread in the various approaches to creative problem solving will involve creative thinking about who can contribute to the solution of a problem. Unique coalitions of colleagues, creative distribution of work to draw upon the diverse skills or perspectives of different contributors, or the application of insights from sources that might seem unlikely will be common elements of the stories we'll be hearing over the course of the day.

While any of us could break down today's sessions as applying to cataloging or acquisitions only, or some functional, traditional functional areas, I encourage you to explore the experiences of colleagues working in functional areas different from those you usually focus on. A creative solution can apply helpfully to a different problem situation, and when you're dealing with a wicked problem, of course, you need as many tools on your tool belt as you can find.

For those interested in learning more, I have included the sources I used to prepare this small talk on problem solving, and so you'll have those in the recording at a later date.

Before turning this over to our first set of presenters, the Exchange team and the -- and ALCTS would like to that I a moment to thank our sponsors for the generous support of the ALCTS exchange. So many thanks to Wiley and the Ex Libris group for helping make this event possible.

Information about the code of conduct for the ALCTS exchange can be found on the event Web site listed on your screen here. ALCTS leadership, the ALCTS office and the ALCTS Exchange working group feels strongly that the event should be a comfortable and welcoming environment for everyone in attendance, and harassment or intimidation of any kind will not be tolerated. If you have been a witness to or a recipient of any kind of behavior that you believe violates the ALCTS exchange code of conduct, please contact Kari Cascio, ALCTS executive director, at the phone number listed here or at her E-mail address.

A reminder that all of the ALCTS Exchange participants will be muted during the event. Please make use of the chat box if you have questions you wish to ask or comments you wish to share with program

developers. There are plenty of things to do when the ALCTS exchange is not broadcasting in a live stream. You're invited to check out the discussion forums, look at pre-readings and pre-work, take surveys and make use of discussion guides created by the ALCTS Exchange program developers. Additionally, the lightning talks and posters will be available to you to view at your convenience throughout the duration of the ALCTS exchange, but won't be available until the lightning round session and the poster discussion session occur at the end of day 2.

And all of this content I've just mentioned is available on the ALCTS Exchange Web site. You can join the conversation about the ALCTS Exchange on twitter. The ALCTS Exchange has an event hashtag, which is #ALCTSx17. And individual program developers may also have developed hashtags for their sessions. Feel free to share your questions, comments, insights and ideas using the hashtag.

If you encounter any technical issues or have a technical question, you can start a private conversation in the chat box with Learning Times Technical Support. You can also contact them directly at help@learningtimes.com.

Throughout day 1 of the exchange, many of the working group members mentioned that viewers could continue to engage with presenters and their ideas through the online forum. The following screen shots show you how to find the forum. After logging in to the Exchange Web site, you can find it by easily selecting it from the top menu bar indicated by the red arrow here. Additionally, you can navigate to a specific presentation page and scroll to the bottom of the screen, to be taken to the online forum for that particular page.

So thank you for your attention and for going on a wicked journey with me. Now we would like to turn this over to the real problem solvers that you'll be hearing throughout the day. I'd like to take a moment to introduce our first round of speakers, who will all be speaking before the break begins. So up immediately will be Dejah, Stacy, Carrie and Chelsea, who will present cataloging without borders, building, training and coaching a diverse technical services learning community. And following that at 2 p.m. Eastern Daylight Time, will be Beth and Elsa, who will present on how to eat an elephant, processing a massive gift collection with a streamline work flow.

So now I would like to thank you all for attending day 2, and I will be turning it over to our next round of speakers. Thanks so much.