



BLEAK HOUSE

the death of in-class
undergraduate instruction in
academic libraries

- SETTING THE STAGE: THE MODERN (NEOLIBERAL) ACADEMY
- TRANSFORMATIONS IN APPROACHES TO TEACHING
- ACADEMIC LIBRARIES RESPOND
- MANIFESTATIONS IN OUR DAILY WORK

OUTLINE



SHIFTING VALUES



- *"UNIVERSITAS MAGISTRORUM ET SCHOLARIUM"*
- TIED TO RELIGIOUS CHARTERS & RELIGIOUS EDUCATION
- PREPARE FOR THE PROFESSIONS
- DISCOVERY & DISSEMINATION OF KNOWLEDGE
- PUBLIC UNIVERSITIES "FOR THE MASSES" IN THE 19TH CENTURY
- INFLUENCE OF THE INDUSTRIAL REVOLUTION
- EDUCATION FOR THE SOCIAL GOOD



Bodleian Library, Oxford University (SV, 2017)

SHIFTING VALUES

The early & modern university

NEOLIBERALISM AS AN ECONOMIC THEORY/MODEL

“... holds that the social good will be maximized by maximizing the reach and frequency of market transactions, and it seeks to bring all human action into the domain of the market.” (Harvey, 2015).

SHIFTING VALUES

Neoliberal creep

SOME COMMON CHARACTERISTICS:

- AUSTERITY: REAL AND IMAGINED
- MONETIZED OR MEASURED CONCEPTION OF PERFORMANCE
- MANAGERIALISM
- OVERWHELMING FOCUS ON (ECONOMIC) EFFICIENCY AND OUTCOMES
 - Goodhart's Law

SHIFTING VALUES

Neoliberal creep

GOODHART'S LAW

WHEN A MEASURE BECOMES A TARGET,
IT CEASES TO BE A GOOD MEASURE

IF YOU
MEASURE
PEOPLE ON...

NUMBER OF
NAILS MADE

WEIGHT OF
NAILS MADE

THEN YOU
MIGHT GET

1000'S OF
TINY NAILS

A FEW GIANT,
HEAVY NAILS



sketchplanations

<https://www.sketchplanations.com/post/167369765942/goodharts-law-when-a-measure-becomes-a-target>

SHIFTING VALUES

Neoliberal creep

“...[it] reflects wider neo-liberal pressures and is characterized by a changing perception of the nature and purpose of universities; a differential evaluation of various kinds of knowledge; a commodification of teaching and research; a focus on commercialization; an audit culture with increased stress on budgetary control; a decline in the perceived trustworthiness of professionals; a strengthening of executive decision making and a reliance on appointment rather than election of decision makers.” (as qtd. In O’Conner, 2014)

SHIFTING VALUES

Neoliberal creep

- REQUIREMENT TO MEET DEMANDS FOR TANGIBLE VALUE
- FOCUS ON MEASURABLE DELIVERABLES
- MANAGERIAL APPROACH TO ACADEMIC WORK
- TRADITIONAL "MESSY" SCHOLARLY OUTPUTS REPLACED WITH:
 - PRACTICES EXPRESSED THROUGH THE LENS OF ECONOMICS & MEASUREMENT
 - OVERRELIANCE ON TECHNOLOGICAL PROCESSES AND PRODUCTS TO QUANTIFY "EXCELLENCE" IN TEACHING
 - RESEARCH: DEMONSTRATING VALUE THROUGH SCORES THAT (INACURRATELY MEASURE)
 - % OF INTERNATIONAL COLLABORATION (HEGEMONIC NATURE INHERENT IN THE NEOLIBERAL MODEL)
 - # OF PUBLICATIONS IN TOP-TIER/IF JOURNALS
- "QUALITY CULTURE" INSPIRED BY TQM.

SHIFTING VALUES

University redefined

- EXCELLENCE IN TEACHING REPLACED BY NEED TO BE COMPETITIVE
- REDEFINITION OF EXCELLENCE IN ORDER TO MEASURE & QUANTIFY
 - "EXCHANGE-VALUE" PRIORITIZED OVER "USE-VALUE"
 - REGIME OF OPERATIONALIZATION & MEASUREMENT
- COMMODIFICATION OF TEACHING & LEARNING
- EXCELLENCE IN NEOLIBERAL CONTEXT
 - HIGHER SCORES > HIGHER RANKING > HIGHER FUNDING
 - OFTEN TIED TO TECHNOLOGY: GREATER SPREAD WITH LESS HUMAN INVESTMENT

SHIFTING VALUES

Teaching redefined

[#News](#)[#Assessment And Accountability](#)[#Global](#)

Stepping Out of the Rat Race

Saying it wants to "again become a place where talent feels valued and nurtured," Ghent University overhauls its system for faculty evaluation to de-emphasize quantitative metrics and annual progress reports. Professors will be asked about their goals and what they are proud of.

By [Elizabeth Redden](#) // January 23, 2019

3 COMMENTS 

SHIFTING VALUES

- DE-EMPHASIS ON HUMAN INTERACTION (\$)
- RAPID ADOPTION OF SELF-SERVICE TECHNOLOGIES
- "LESS MESSY" : DISTRIBUTED AND TECH-ENABLED
- IMPLICATION FOR CORE PROFESSIONAL PILLAR:
TEACHING & INSTRUCTION

VALUE PROPOSITION

academic libraries respond



AT WORK

How do these trends manifest
themselves in our daily work

MEMORIAL UNIVERSITY IS AN INCLUSIVE COMMUNITY
DEDICATED TO INNOVATION AND EXCELLENCE IN TEACHING
AND LEARNING, RESEARCH, SCHOLARSHIP, CREATIVE
ACTIVITY, SERVICE AND PUBLIC ENGAGEMENT.

MUN Vision

TO CREATE, PRESERVE, COMMUNICATE AND APPLY KNOWLEDGE,
CONTRIBUTING TO THE CULTURAL, SOCIAL AND ECONOMIC
WELL-BEING OF THE PEOPLE OF MANITOBA, CANADA AND THE
WORLD.

University of Manitoba: Mission
Statement



LIAISON JOB DESCRIPTIONS

Around teaching

Facilitate Learning Opportunities	
Competencies	<i>Examples of Best Practices</i>
<ul style="list-style-type: none"> ▪ Provides individual research support to faculty, students, and staff ▪ Promotes the integration of information literacy concepts and skills into the curriculum ▪ Develops effective instructional sessions and provides diverse learning opportunities ▪ Educates our community to be ethical and informed creators and users of information 	<ul style="list-style-type: none"> ▪ <i>Scheduling meetings with students to discuss a specific research assignment</i> ▪ <i>Writing and maintaining instruction plans that include curriculum maps and sharing with liaison faculty</i> ▪ <i>Developing tutorials, guides, and other learning objects</i> ▪ <i>Meeting with classroom faculty to establish learning outcomes</i> ▪ <i>Directing faculty and students to the libraries' copyright and fair use resources</i>

A tale of two position descriptions:
Writing a new liaison librarian position
description. *Library Leadership &
Management*

THE STUDENT SUCCESS LIBRARIAN DESIGNS AND DELIVERS DYNAMIC AND RELEVANT LEARNING RESOURCES, TOOLS AND ACTIVITIES THAT SUPPORT THE DEVELOPMENT OF THESE FOUNDATIONAL SKILLS BY USERS AT ANY LEVEL OF STUDY AND ACROSS DISCIPLINES.

U of Ottawa, Student Success
Librarian, Partnership Job Board
Feb 12th, 2019.

THE UNIVERSITY OF LETHBRIDGE LIBRARY SEEKS AN ENERGETIC,
STUDENT-FOCUSED, INNOVATIVE, TECHNOLOGY-SAVVY, AND
CREATIVE INSTRUCTOR, HAVING KEEN INTERESTS IN
INFORMATION LITERACY INSTRUCTION

U Lethbridge Instructor II/
Partnership Job Board Feb 12th,
2019.

I WAS GIVEN EXTRA PAY TO TEACH THE COURSE AS AN
ADJUNCT INSTRUCTOR, SO ANY TIME I SPENT DEVELOPING
THE COURSE, PLANNING LESSONS AND GRADING
ASSIGNMENTS OCCURRED DURING EVENING HOURS AND
ON WEEKENDS. THE CLASS MEETING TIME FELL DURING
REGULAR BUSINESS HOURS, SO I ARRIVED AT WORK EARLY,
STAYED LATE, OR WORKED THROUGH LUNCH...

The Accidental Librarian
Instructor. *Transforming Libraries
to Serve Graduate Students. ACRL*

15% RECEIVE RELEASE TIME TO TEACH CREDIT COURSES

40% CONSIDER TEACHING CREDIT COURSES A LIBRARIAN DUTY

The Professor-Librarian:
Academic Librarians Teaching
Credit-Bearing Courses

NOW....YOUR THOUGHTS



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BLEAK HOUSE BIBLIOGRAPHY