

University of Massachusetts Amherst

From the Selected Works of Marilyn S. Billings

August 16, 2011

Managing a University Library in the Digital Age

Gerald J Schafer, *University of Massachusetts - Amherst*

Marilyn S Billings, *University of Massachusetts Amherst*



Available at: https://works.bepress.com/marilyn_billings/42/

Managing a University Library in the Digital Age

Jay Schafer

Director of Libraries

Marilyn Billings

Scholarly Communications &
Special Initiatives Librarian

UMass Amherst Libraries

THE CHALLENGES OF CHANGE

Perfect Storm



Main Entry: **perfect storm**

Function: noun

Date: 1936

: a critical or disastrous situation created by a powerful concurrence of factors

Critical/Disastrous Situation #1

In "A Letter to His Kids," *Wired*'s Founding Editor Recalls the Dawn of the Digital Revolution:



In the very first issue (March 1993) I wrote, **"The Digital Revolution is whipping through our lives like a Bengali typhoon."** Got a lot of grief for that typhoon reference — as if it were a pretentious exaggeration instead of the understatement it turned out to be. Should have said **the Digital Revolution was ripping through our lives like the meteor that extinguished the dinosaurs.** Practically **every institution** that our society is based on, from the local to the supranational, **is being rendered obsolete.**

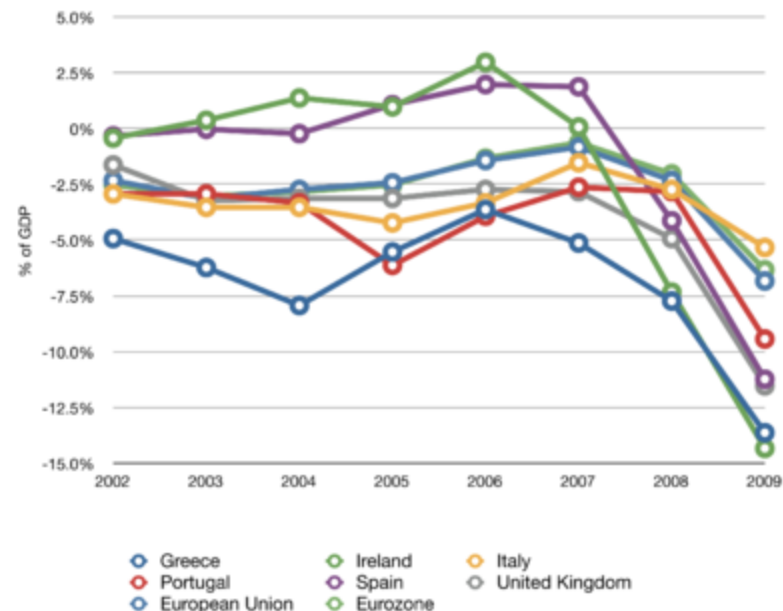
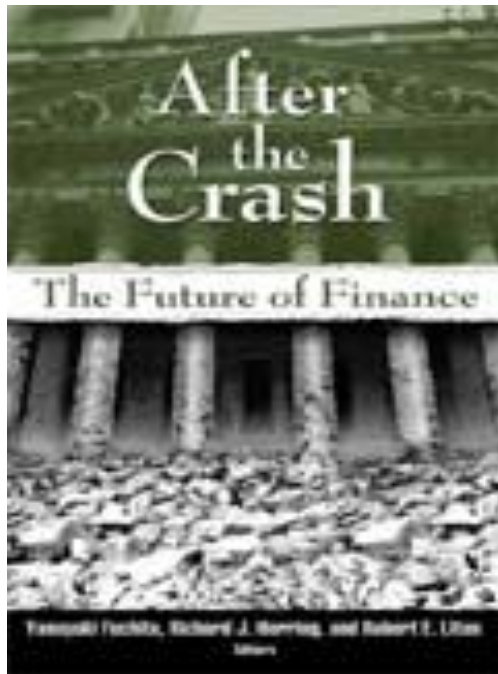
This is the world you are inheriting.

Louis Rossetto

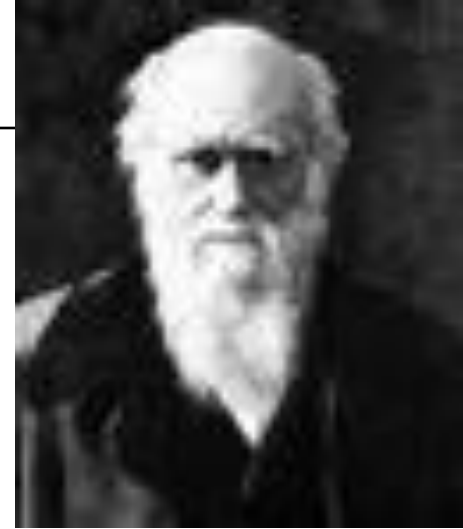
"What we got right – and wrong." **Wired.** June 2008

Critical/Disastrous Situation #2

Global economic downturn



Attributed to Charles Darwin:



“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

The Horizon Report 2010 Edition



- Key Trends
- Critical Challenges
- Technologies to Watch

Critical Challenges

- The ***role of the academy*** – and the way we prepare students for their future lives – ***is changing.***

Critical Challenges

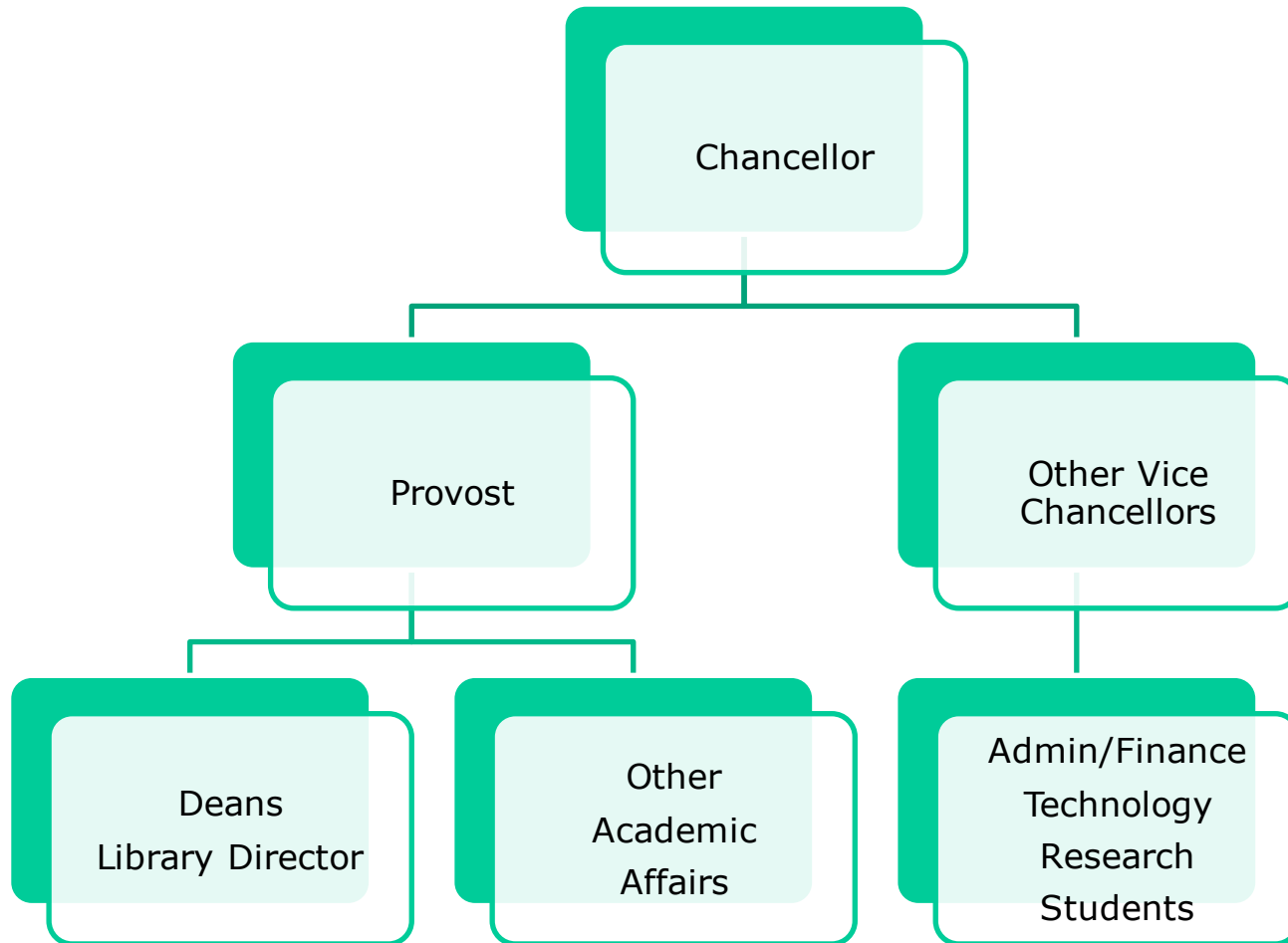
- ***New scholarly forms*** of authoring, publishing, and researching ***continue to emerge*** but appropriate metrics for evaluating them increasingly and far too often lag behind.

Critical Challenges

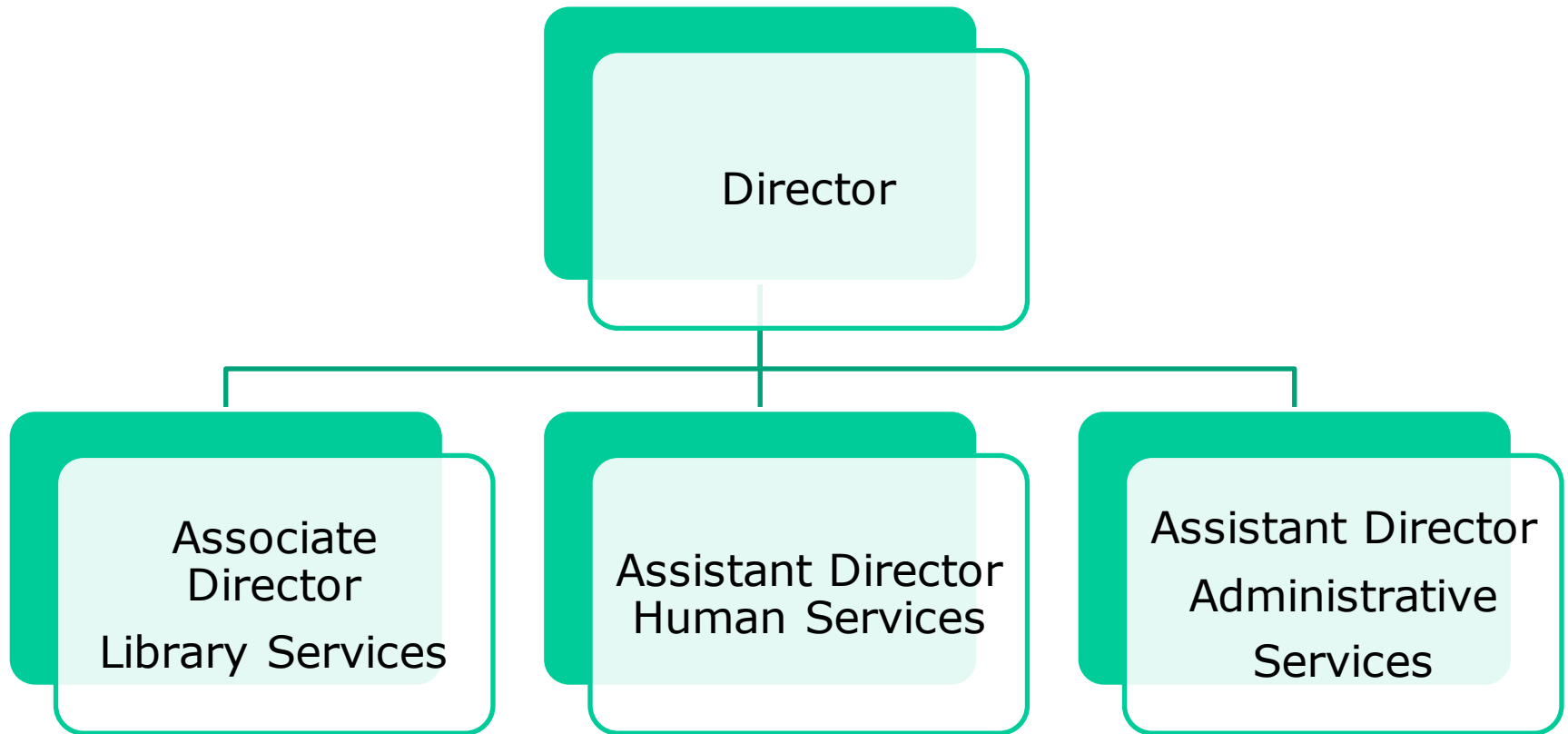
- ***Digital media literacy*** continues its rise in importance as a ***key skill*** in every discipline and profession.

UNIVERSITY LIBRARIES ORGANIZATION

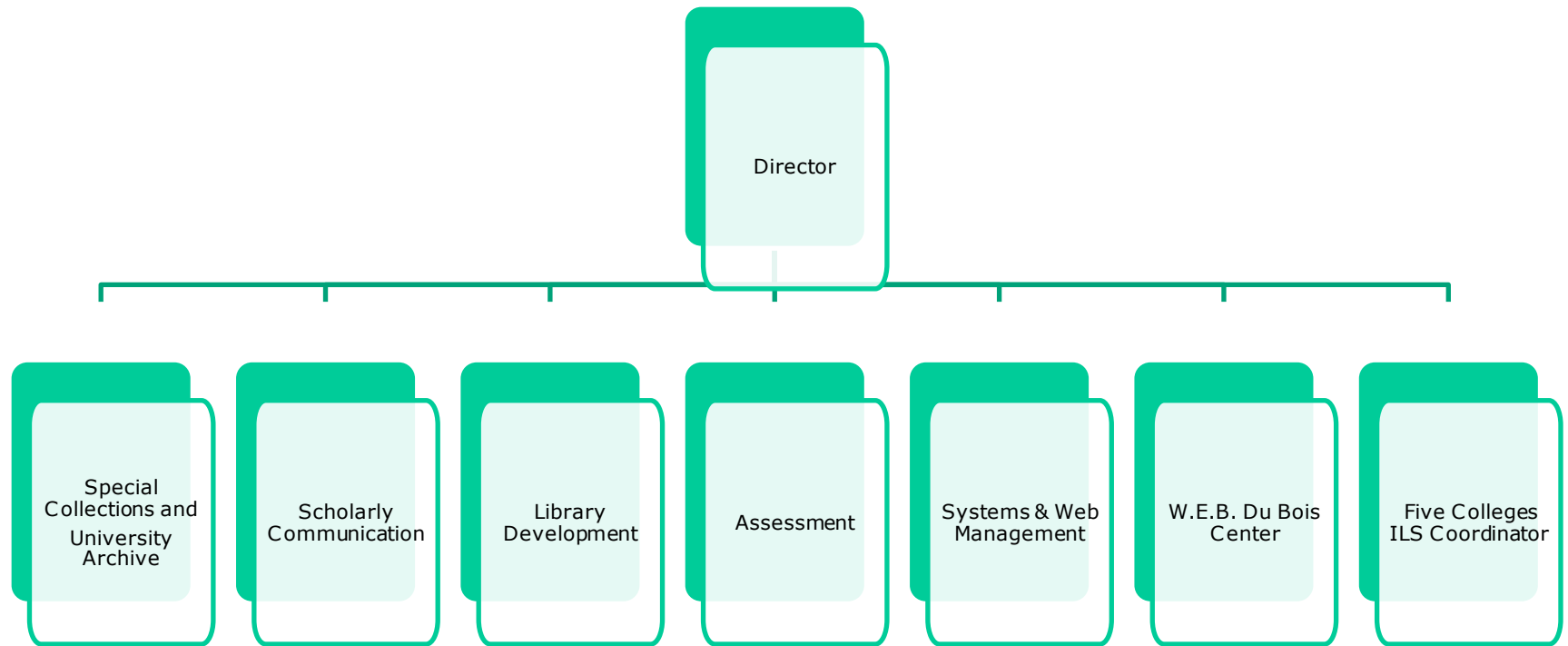
UMass Amherst Organization



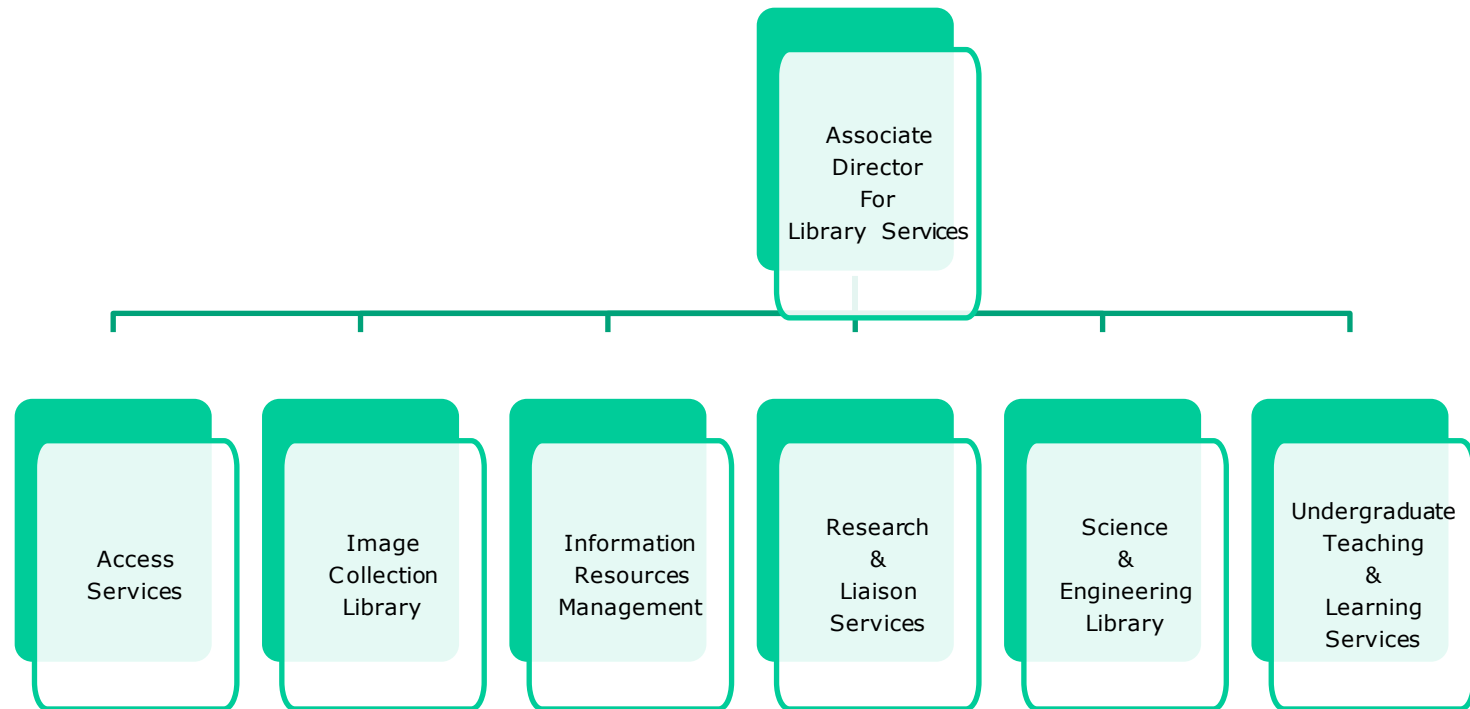
UMass Amherst Libraries Organization



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UMass Amherst Libraries Organization



Library Staffing

- Librarians – 42 FTE
 - Unionized (MSP)
 - Five ranks/promotional levels
 - Salaries from \$43,747 to \$103,654
- Professionals – 12.5 FTE
 - Unionized (USA/PSU)
 - Classified system
 - Salaries from \$ 42,894 to \$ 85,285
- Paraprofessionals – 73 FTE
 - Unionized
 - Classified system
 - Salaries from \$ 31,022 to \$ 53,590

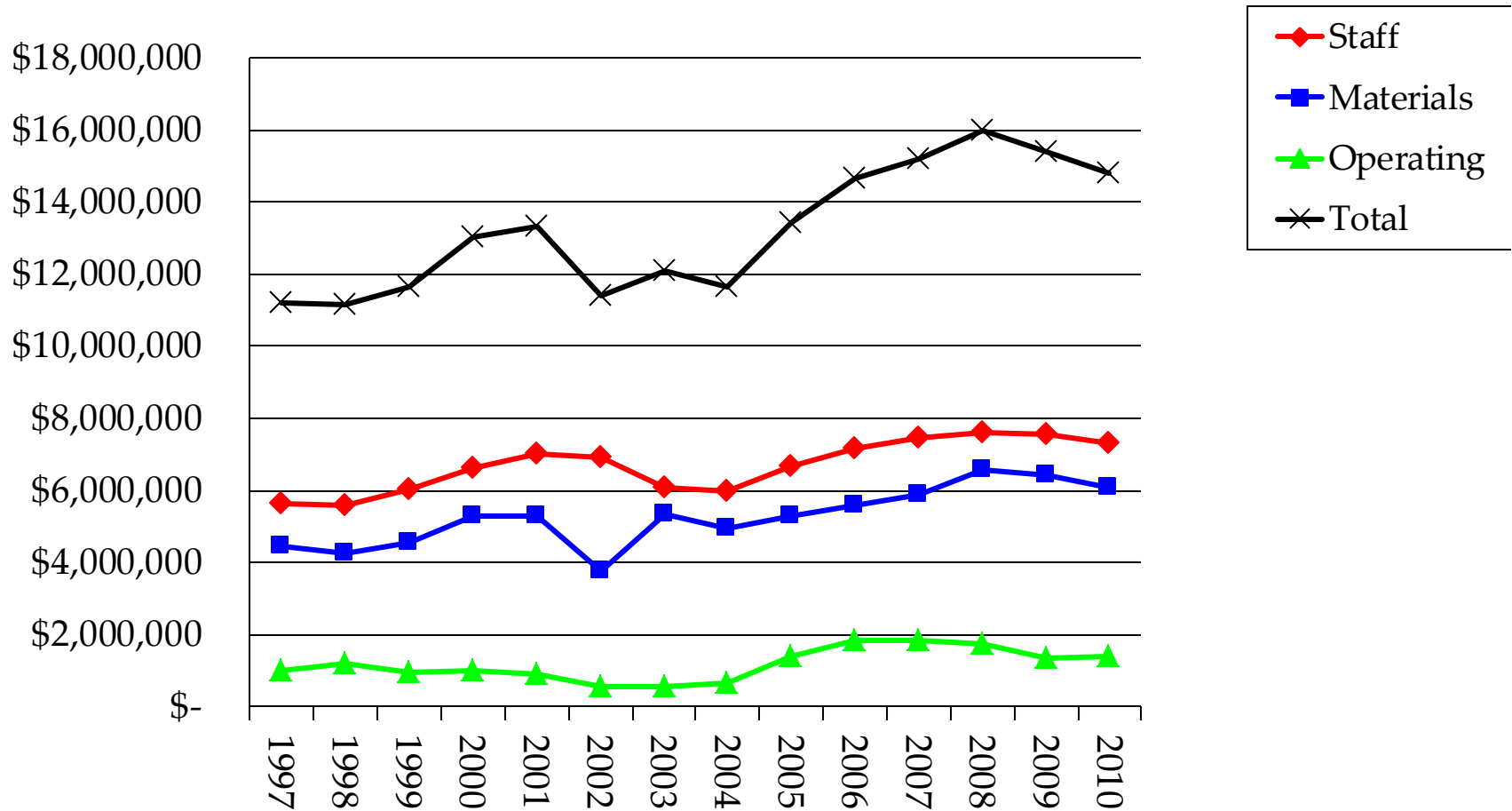
Library Facilities

- **W.E.B. Du Bois Library**
 - 265,478 nasf
 - 10 Service points / Open 142 hours per week
- **Science and Engineering Library**
 - 32,104 nasf in Lederle Graduate Research Center Lowrise
 - 2 Service point / Open 79 hours per week
- **Image Collection Library**
 - 1,577 nasf in Bartlett Hall
 - 1 Service point / Open 20 hours per week
- **Music Reserves Lab**
 - 679 nasf in Fine Arts Center
 - 1 Service points / Open 64 hours per week

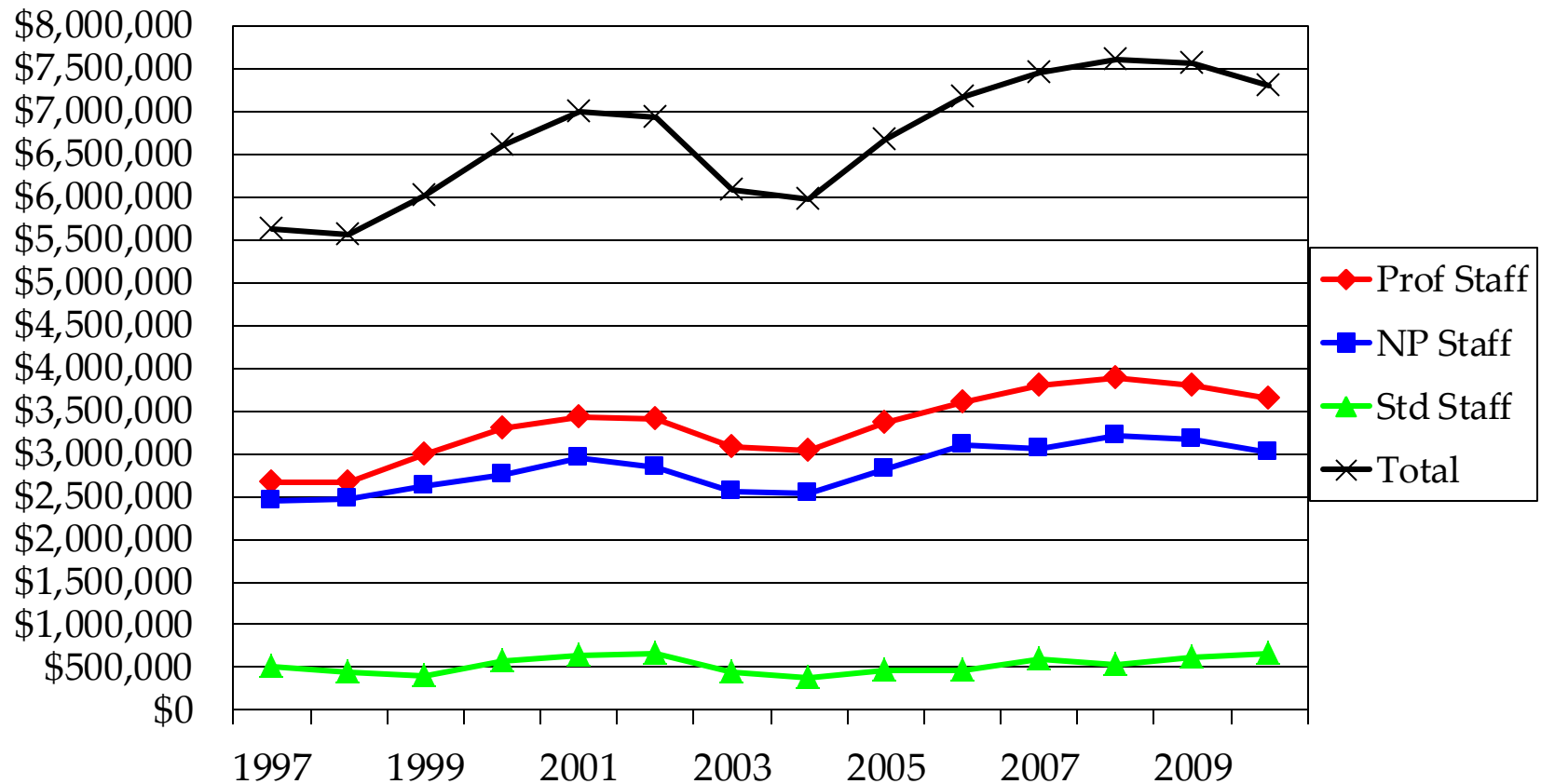
UNIVERSITY LIBRARIES

STATISTICS

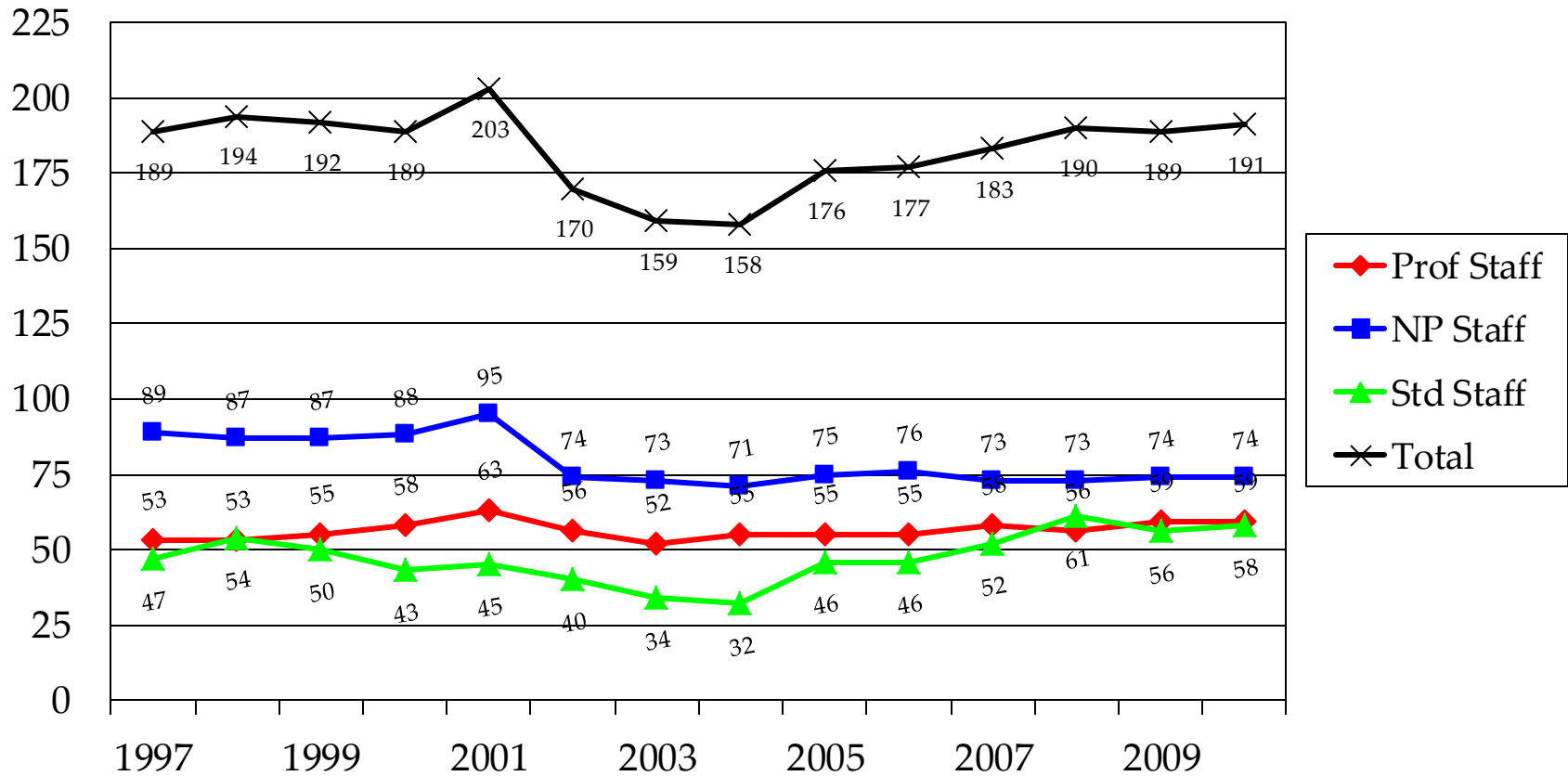
Total Library Expenditures 1997 - 2010



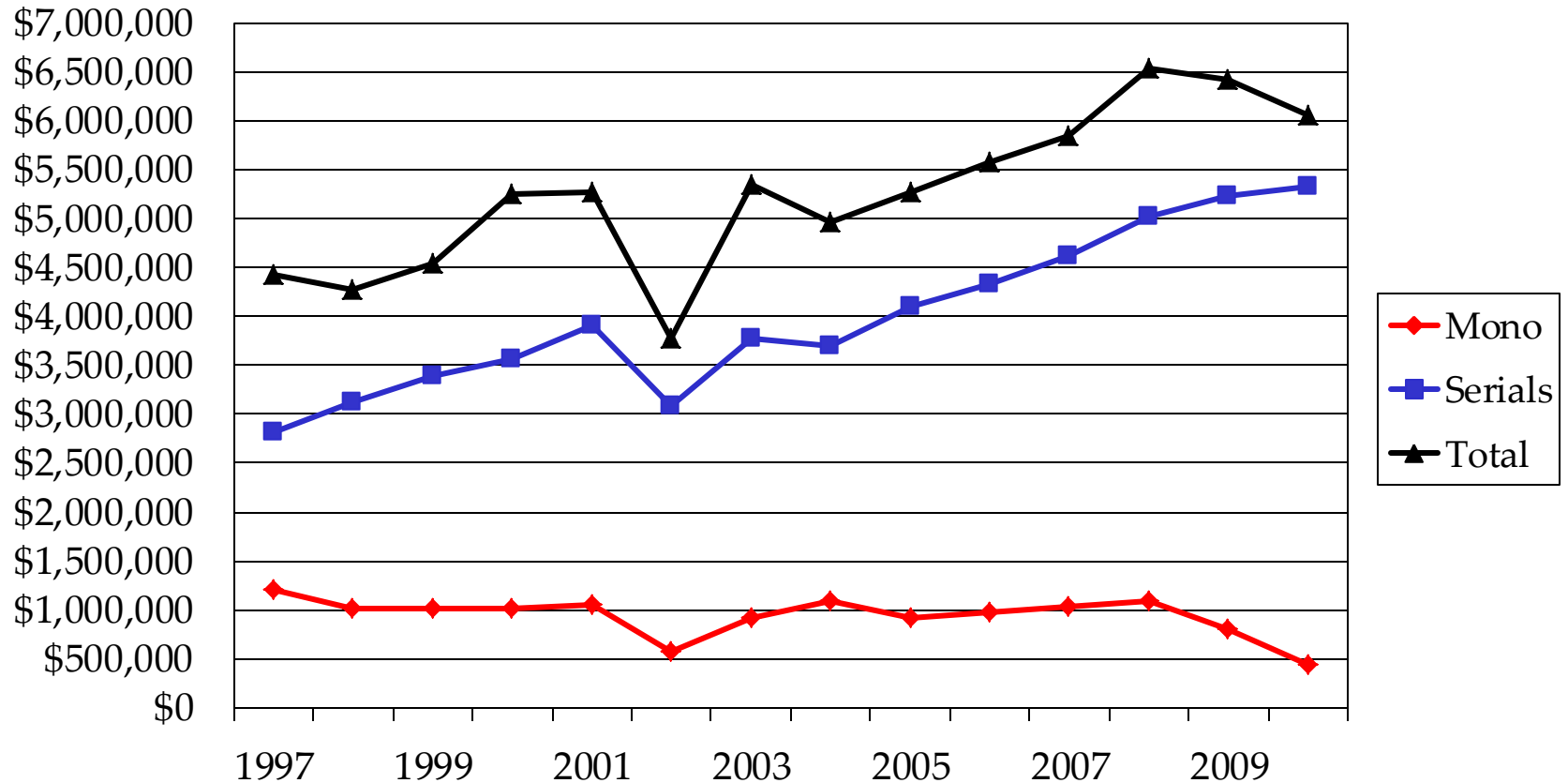
Expenditures for Staffing 1997 - 2010



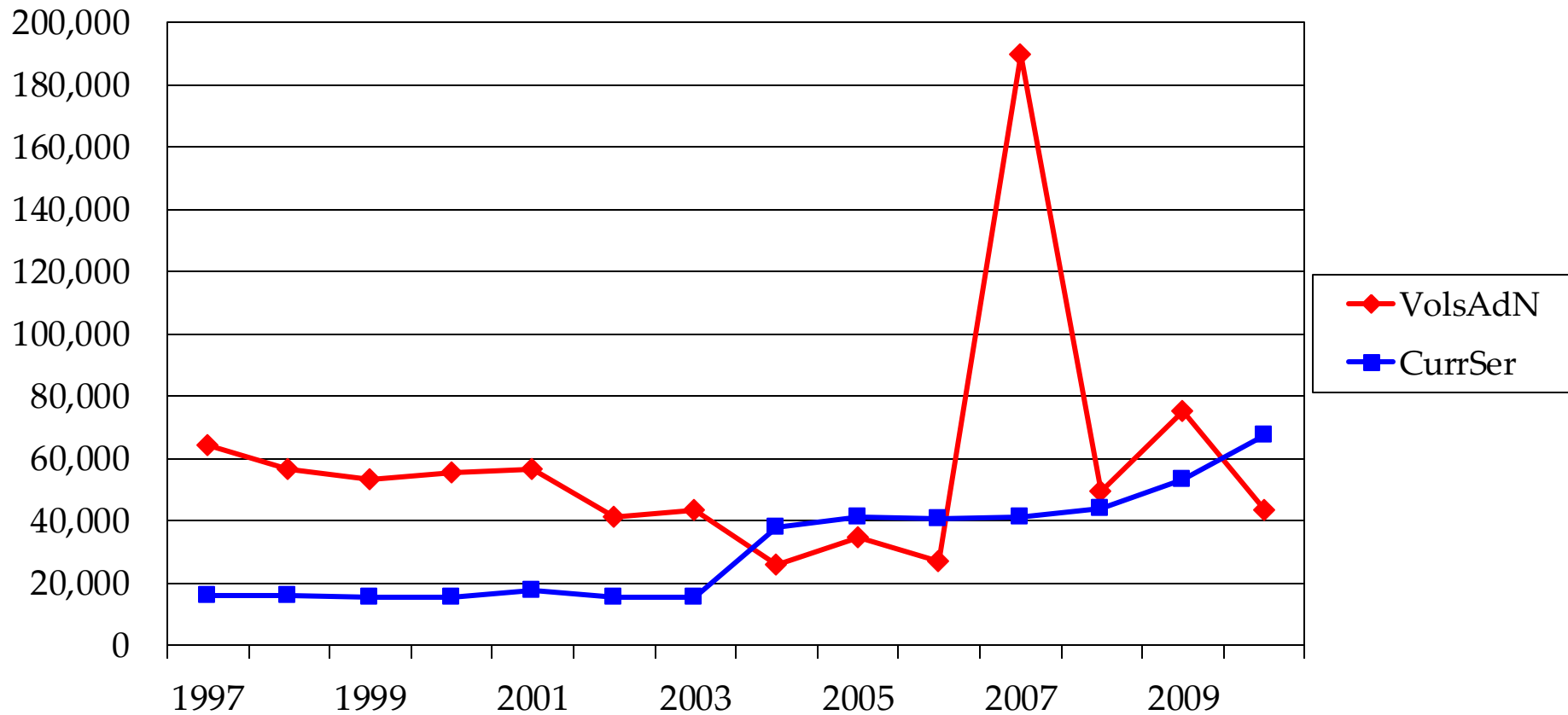
Staffing 1997 - 2010



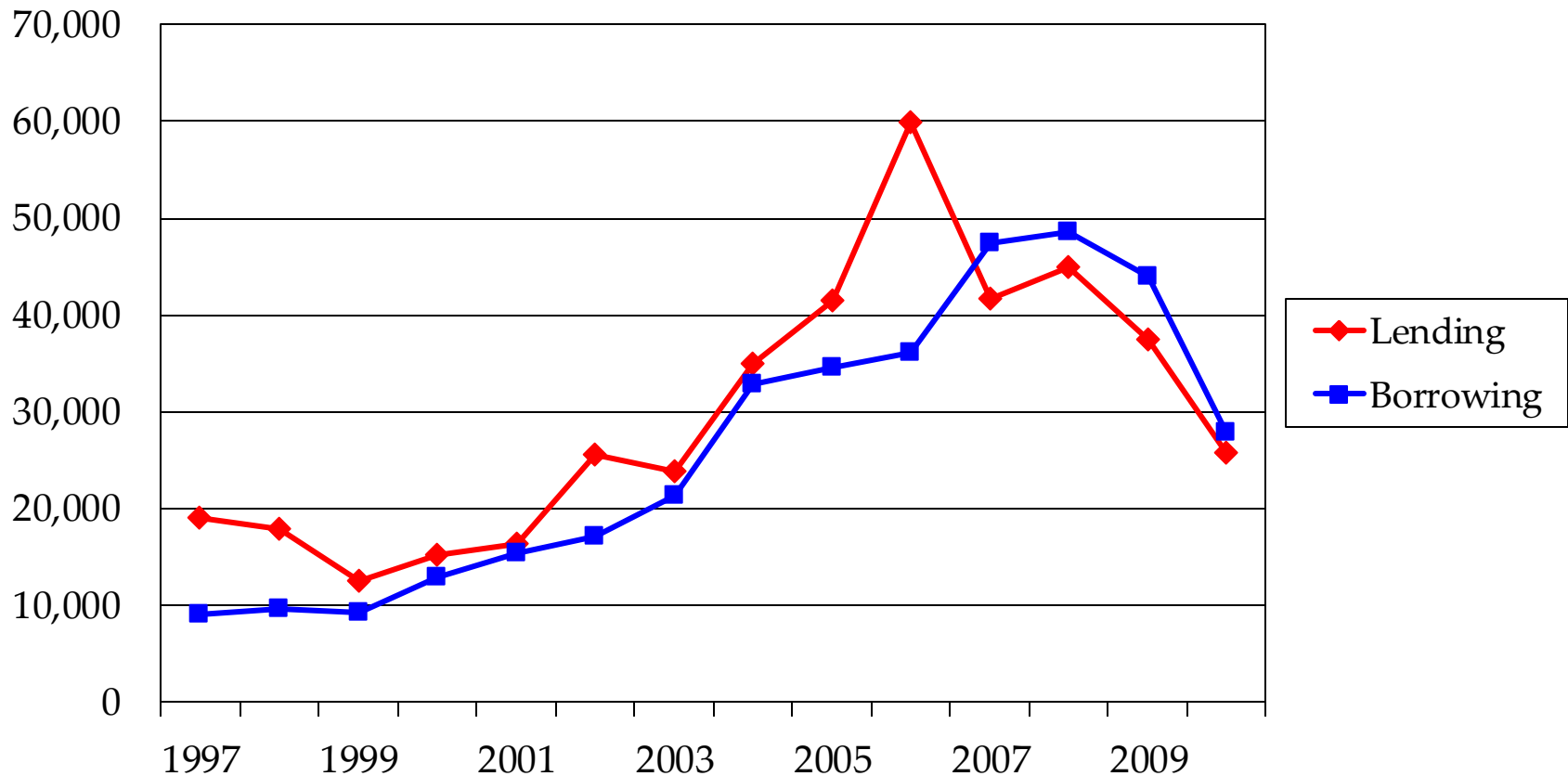
Expenditures for Materials 1997 - 2010



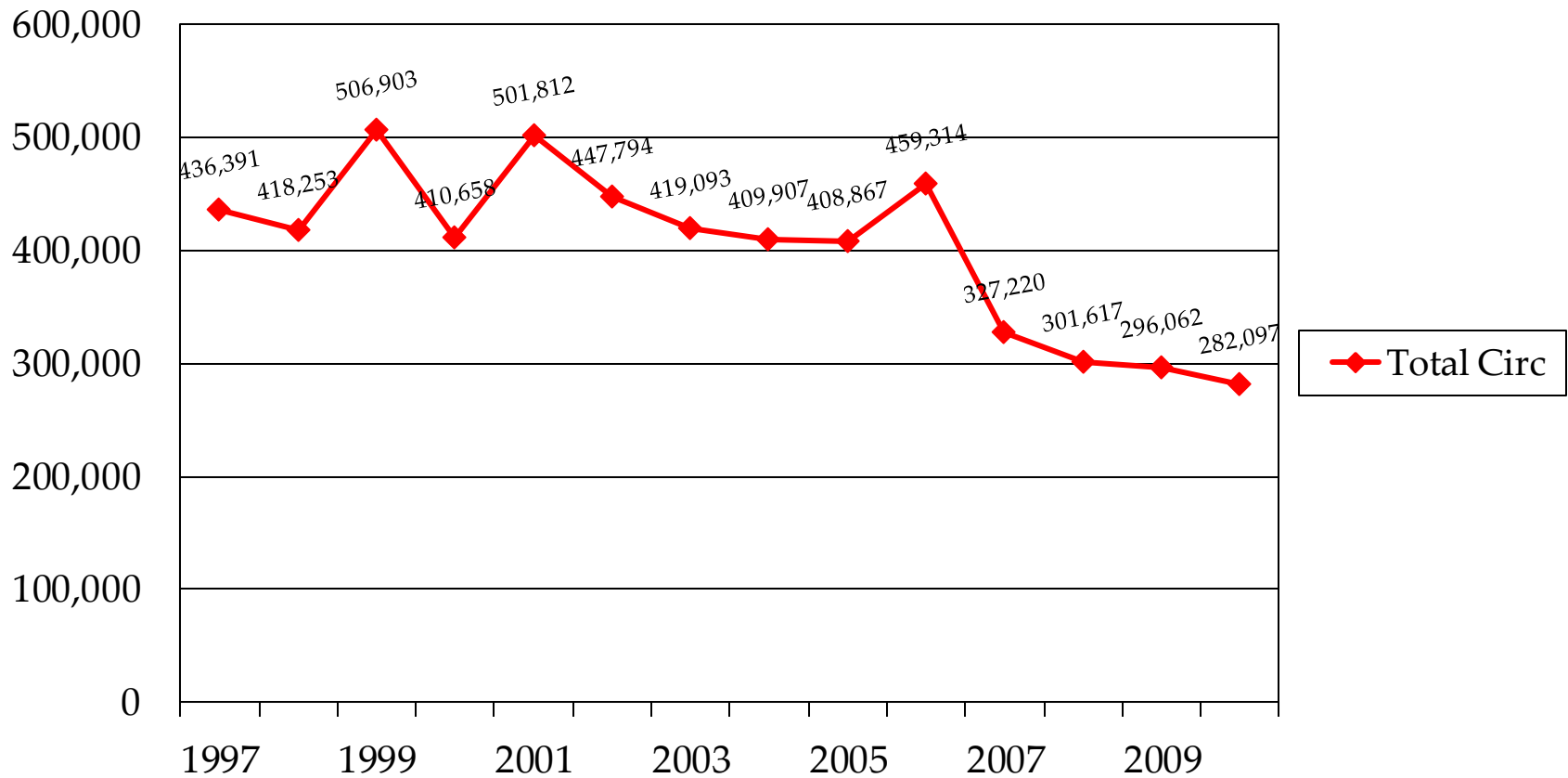
Net Volumes Added & Current Serials 1997 - 2010



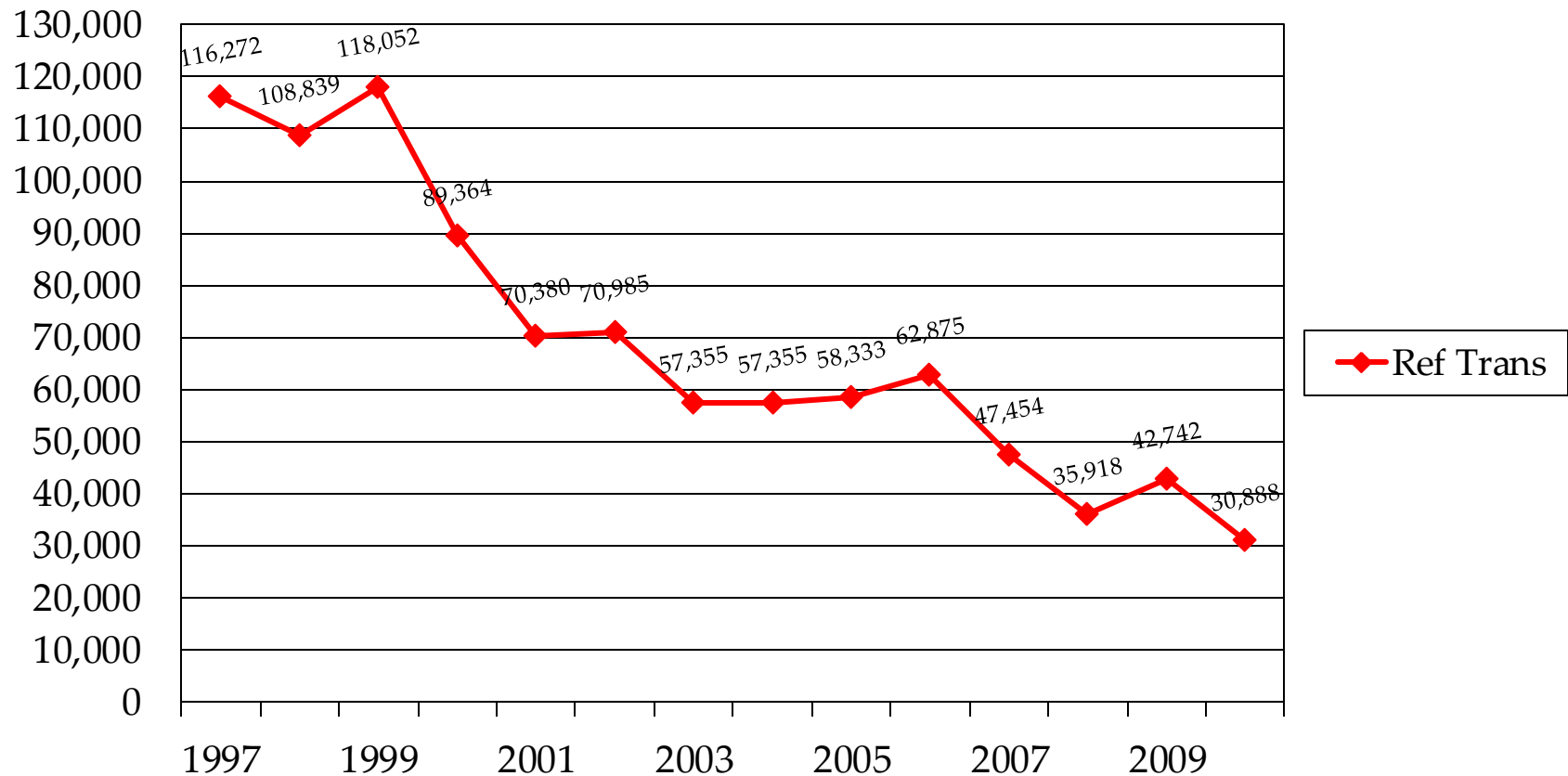
Interlibrary Loan Transactions 1997 - 2010



Total Circulation 1997 - 2010



Reference Transactions 1997 - 2010



UNIVERSITY LIBRARIES SERVICES

Services – Teaching Support

■ **Academic Liaison Program**

- Each department or program on campus has a designated liaison librarian who serves as the first point of contact for any library-related questions or services.
- Maintain regular communication with academic departments and programs
- Build effective working relationships between library staff and faculty in support of teaching, learning and research, and improving library services

Services – Teaching Support

■ **Information/Digital Media Literacy (Library Instruction)**

- Faculty and teaching assistants may arrange course-related instruction sessions for their students. These sessions, conducted by librarians in a computer classroom or other location, are tailored to each class and can provide hands-on practice with library resources. Librarians can also assist with incorporating information literacy into faculty syllabus and assignments.

Services – Teaching Support

■ **Reserves**

- Instructors may place books, articles, videos, DVDs, lectures on audiocassette and CD-ROM, and sample exams on reserve each semester for use by students in their courses on Reserve (short-term loan) or online in Electronic Reserves.

■ **Linking to Online Library Resources**

- Our guide provides information about how to link to the fulltext online resources of the library for easy incorporation into course management systems (WebCT, Spark) or course web pages.

Services – Teaching Support

■ **Media**

- More than 3,000 educational titles are available in a variety of formats, including videos, DVDs, CDs, audiocassettes, LPs, and CD-ROMs
- Booking
- Streaming

■ **Plagiarism Detection Services**

- The Library partners with other campus offices to offer online plagiarism detection services for faculty support and student education.

Services – Teaching Support

▪ **Subject Research Guides**

- Librarians have developed research guides tailored to particular disciplines and to current hot topics. In many cases, research guides have been developed in collaboration with faculty for specific courses.

UMass Amherst Libraries



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Open Educational Resources

Last update: Jun 7th, 2011

URL: <http://guides.library.umass.edu/oer>

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Additional Resources

Types of OERs

- Learning objects, units, textbooks, scholarly articles
[IRRODL.org](#)
- Multimedia objects (Flash etc.)
- Courses, programs full curriculum
- Tools, FOSS

Open Educational Resources from
Open Access Week - AthabascaU
on Vimeo.

[Comments \(0\)](#)

Useful Links

- [Scholarly Communication LibGuides](#)

Quick Guide

Open Educational Resources



What are Open Educational Resources (OER)?

Open Educational Resources are educational materials and resources offered freely and openly for anyone to use and under some licenses to re-mix, improve and redistribute.

Open Educational Resources include:

- Learning content: full courses, course material, content modules, learning

Additional Resources



Nicole Allen: Make Textbooks Affordable from SPARC on Vimeo.

[Comments \(0\)](#)

OER Information

7 Things You Should Know About Open Educational Resources

Services – Research Support

- Reference, Research Assistance and Ask a Librarian
- Citation Management with RefWorks
- Interlibrary Loan – Borrowing from Other Libraries
- Remote Access to Library Resources
- Faculty Writing Place

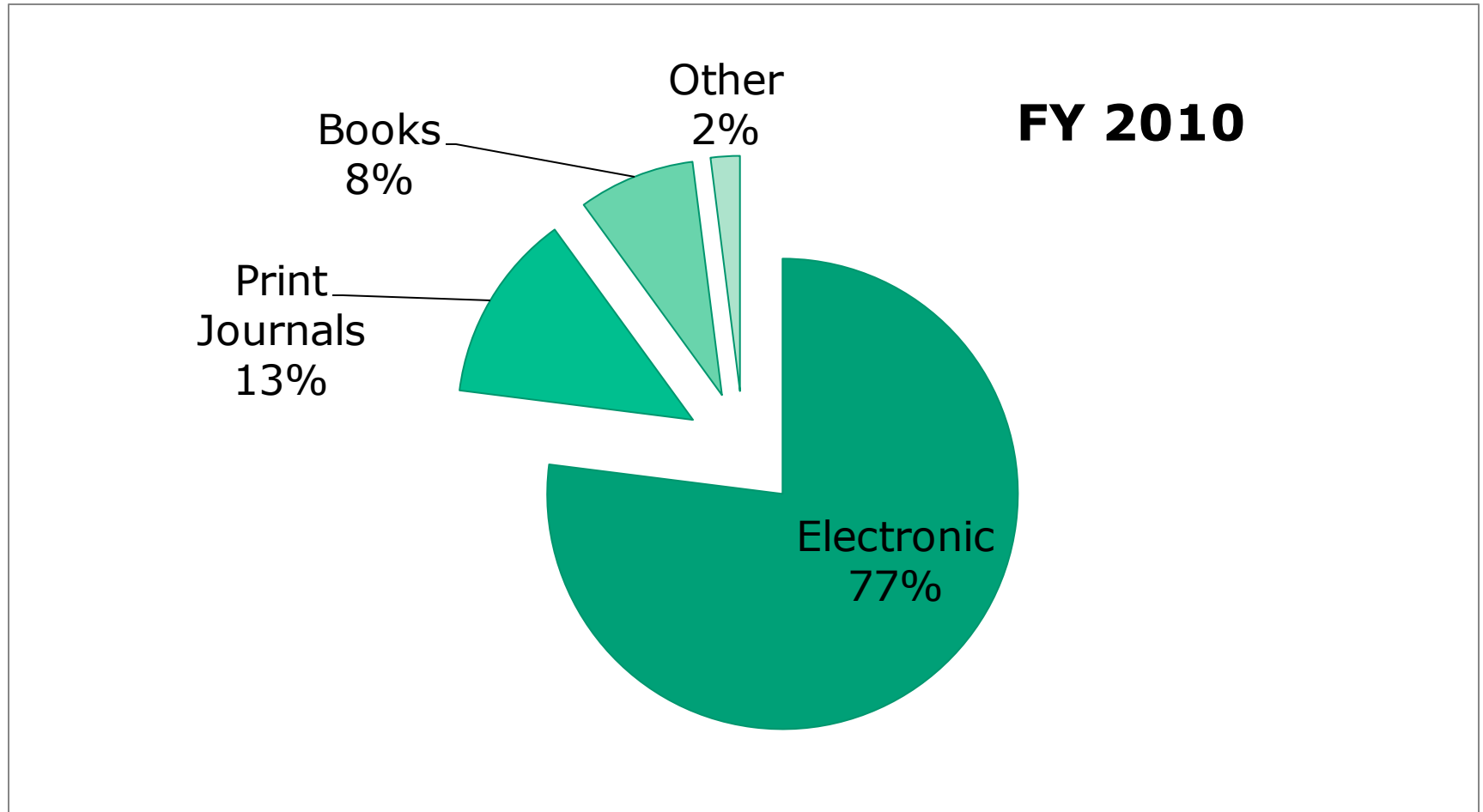
UNIVERSITY LIBRARIES COLLECTIONS

Collections - Print

▪ **Print Resources**

- Monographs
- Bound Journals/Serials
- Government Publications
- Reference
- Maps
- Microforms
- East Asian
- Music
- Law

Collection Expenditures – Print vs Electronic



Collections - Electronic

▪ **E-Resources**

- Databases
- E-Journals
- E-Books
- Images
- Streaming video/audio

Collections – Special Collections

- Center for research into the history and impact of social change and the history of New England
- Rare books, manuscript collections, historic maps, official university records
 - African American history and culture
 - Social and racial justice
 - Agriculture
 - Environment
 - Organized labor

Collections – Special Collections

- CREDO – the digitized papers of W.E.B. Du Bois

- Historical Collections
 - Agriculture
 - Anti-slavery

- University publications
 - Yearbooks, Annual reports
 - Photographs
 - Building histories
 - Student handbooks, newspapers

UNIVERSITY LIBRARIES

SCHOLARLY COMMUNICATION

Scholarly Communication Outline

- **Traditional scholarship**

Monographs and Journals

- **Born Digital**

Increasing amounts of research and scholarship born in digital form

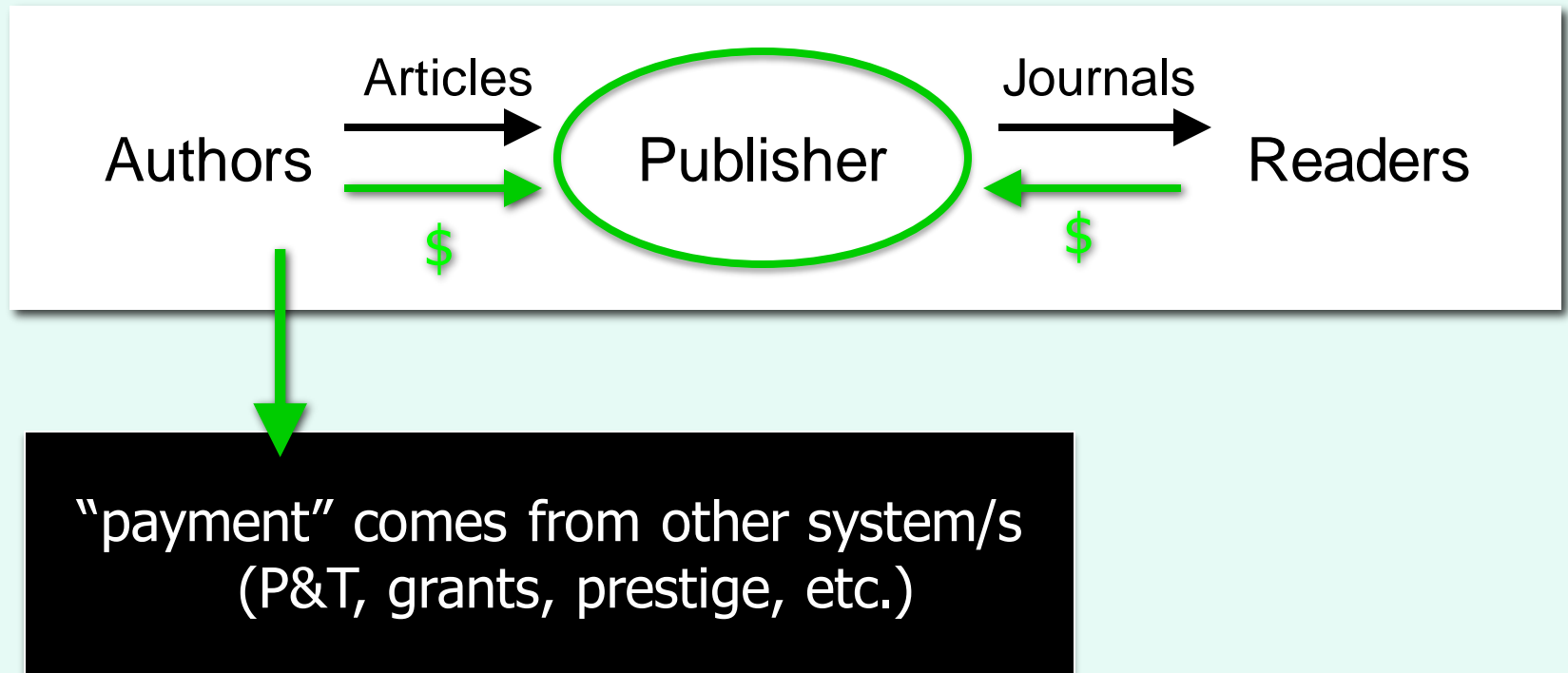
Invisibility of non-digital material

- **New Models**

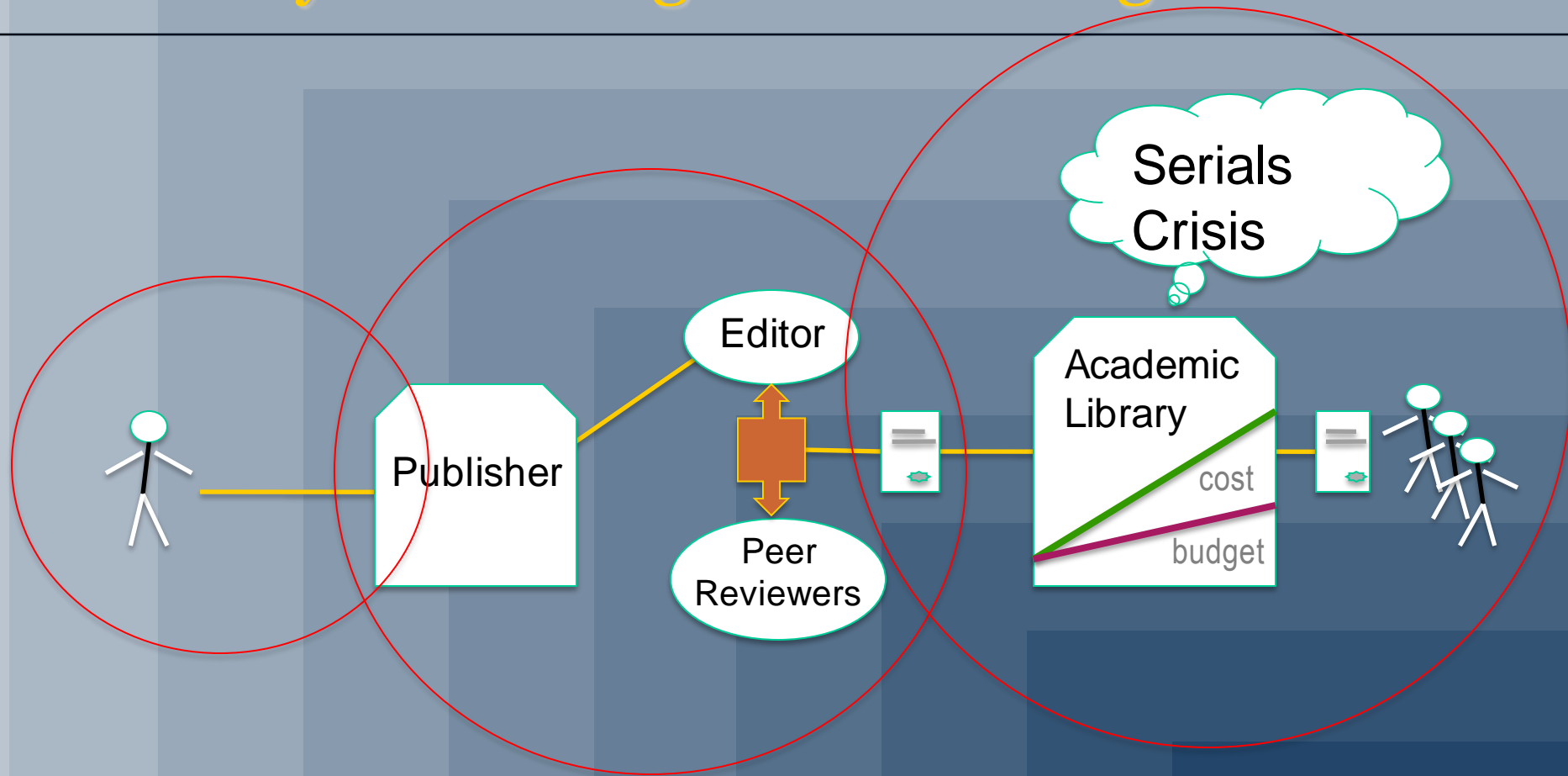
Institutional Repositories, Open Access Journals

Open Educational Resources

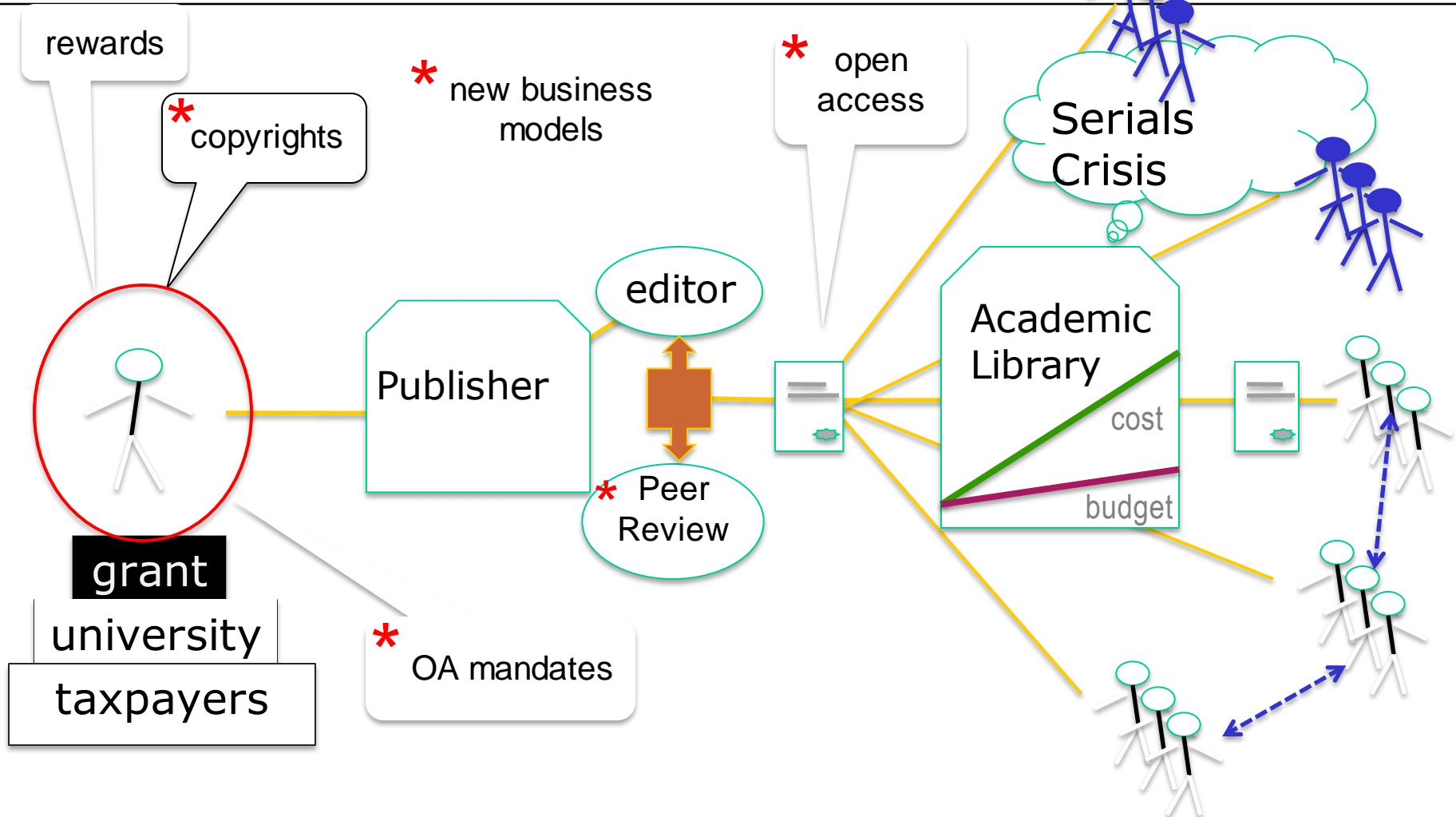
gift economy



Scholarly Publishing- Old Thinking



Scholarly Communication System–New thinking



Scholarly Communication New Models

■ **Institutional Repositories**

- Unified open access to and preservation of the electronic collections of works of members of the institution's community

■ **Open Access Journals**

- Journals available at no cost to end user
- May or may not be refereed
- Typically available in electronic format

■ **Open Education Resources**

- Open textbooks, curriculum materials

Open Access / Creative Commons licenses

- **Open access literature**

usually defined as "digital, online, free of charge, and free of most copyright and licensing restrictions" (Suber, 2008)

- Distribution power of the Internet
- Consent of the author or copyright-holder

- **Creative Commons licenses**

provide simple, standardized alternatives to the "all rights reserved" paradigm of traditional copyright

<http://cn.creativecommons.org/>

http://wiki.creativecommons.org/China_Mainland

Content for Institutional Repository

- Research and scholarly materials
 - Dissertations, theses, honors projects
 - Working papers, conference papers, preprints, journal articles
- Teaching materials
 - Learning objects
 - Audio and video materials
 - E portfolios
- Community outreach

Contributors to Institutional Repository

- **Academic Staff**

- Faculty, researchers
- Graduate students, dissertations and theses
- Honors students, undergraduate research
- Archivists and Librarians

- **Academic Offices**

- Office of Research
- Office of Outreach, Continuing EducationExtension
- others

Reported Benefits

- Downloaded more than traditionally published materials (Davis et al, 2008)
- More opportunities for easier collaboration among researchers
- Cited more than restricted (non-open access) materials

ScholarWorks@UMass Amherst

ScholarWorks@UMass Amherst is a digital showcase of the research and scholarly output of members of the University of Massachusetts Amherst community. The ScholarWorks repository is administered by the UMass Amherst Libraries and serves as a permanent digital archive for these scholarly materials. ([more](#)).

Browse Research and Scholarship

- [Dissertations and Theses](#)
- [Journals and Conference Proceedings](#)
- [SelectedWorks Author Gallery](#)
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At a Glance

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All time

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20 most recent additions

Paper of the Day

Burnings and blessings: The cultural reality of the supernatural across early modern spaces

Thomas J Rushford

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Anthropology

The Department of Anthropology was established in 1969. At the University of Massachusetts Amherst, the Anthropology Department is a four-field program, each concerned with one of the main branches of Anthropology: Archaeology, Biological Anthropology, Cultural Anthropology, and Linguistic Anthropology.

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- [Archaeology at the W.E.B. Du Bois Boyhood Homesite](#)

[Anthropology Department Dissertations Collection](#)

[Anthropology Department Faculty Publication Series](#)

[Anthropology Department Faculty Selected Works pages](#)

[Anthropology Department Field Program in European Studies](#)

- [Selected Works pages of EFS Faculty](#)
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SelectedWorks Sites



[Krista Harper, PhD](#)

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OUTREACH

Community Engagement

Community Engagement in higher education is defined by the Carnegie Foundation for the Advancement of teaching as *"Collaboration between higher education institutions and their larger communities for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity."*

At UMass Amherst, Engagement creates unique opportunities for scholars to pursue teaching; research, creative or professional activity; and service in ways that benefit their discipline, our institution and our community partners.

[Read more here](#)

[Community Collaborators & Partners](#)

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Cranberry Station Outreach and Public Service Activities

[Cranberry Production Guide](#)

[Cranberry Station Best Management Practices Guide](#)

[Cranberry Station Best Management Practices Guide - 2010 revision](#)

[Cranberry Station Extension meetings](#)

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Rasenna: Journal of the Center for Etruscan Studies University of Massachusetts Amherst



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Welcome to *Rasenna: Journal of the Center for Etruscan Studies*. This site includes the current issue of Rasenna, an archive of earlier issues, Guidelines for Contributors, and information about the composition of the Editorial and Advisory Boards.

For more information about Rasenna and the Center for Etruscan Studies please contact Anthony Tuck or Rex Wallace.

Current Issue: Volume 2, Issue 1 (2009)

Book Reviews



PDF

Review of Giovanni Colonna & Daniele F. Maras, *Corpus Inscriptionum Etruscarum* II, 1, 5 et addit. II, 2, 1

Rex E. Wallace



PDF

Review of Vedia Izzet, *The Archaeology of Etruscan Society*

Eric Poehler

Notes or Reports



PDF

Italian Prehistory and the Emergence of the Civic Museum

Elisabetta Cova



PDF

The Conundrum of the Workshop OR Etruscan Utilitarian Ceramics: A Compositional Analysis

William Gilstrap and Anthony Tuck



Conference on Cellulosic Biofuels

Organized by The Institute for Massachusetts Biofuels Research (TIMBR)

Those interested in the Commonwealth's developing biofuels industry are invited to participate in the annual Conference on Cellulosic Biofuels. The conference is hosted by The Institute for Massachusetts Biofuels Research (TIMBR) at the University of Massachusetts Amherst. TIMBR is a growing interdisciplinary research group focused on expanding biofuels research on the Amherst campus and enabling translational research through strategic partnerships between academia, industry, and state and federal government (www.ecs.umass.edu/timbr).

During the conference you will hear about the latest developments in biofuels research, learn about the opportunities that lie ahead for biofuels in the region from state policy makers, and connect with others from industry, academia, and government who are eager to expand their network of partners and collaborators in the biofuels industry. Topics covered will include emerging research in catalytic and microbial routes to biofuels, the Massachusetts biofuels industry, and more.

Click here to see the [1st Annual Conference on Cellulosic Biofuels, 2008](#)

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Institute for Global Health

UMass Institute for Global Health

The IGH conducts collaborative research projects designed to develop effective programs and policies to alleviate pressing global health problems and provides a range of educational opportunities for US and international personnel seeking advanced training in the global health issues.

David Buchanan

Professor of Public Health
Director, Institute for Global Health
102 Hasbrouck
University of Massachusetts
Amherst, MA 01003
413-545-7737

Kalidas Shetty, PhD

Associate Professor of Food Science
Associate Director, Institute for Global Health
Chenoweth Laboratory
University of Massachusetts
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413-545-1022


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MCCLPHEI Annual

5

Faculty roles

- **Faculty Roles**

- Authors
- Peer-reviewers
- Editors

- **Open access options**

- Creative Commons licenses
- SPARC addendum

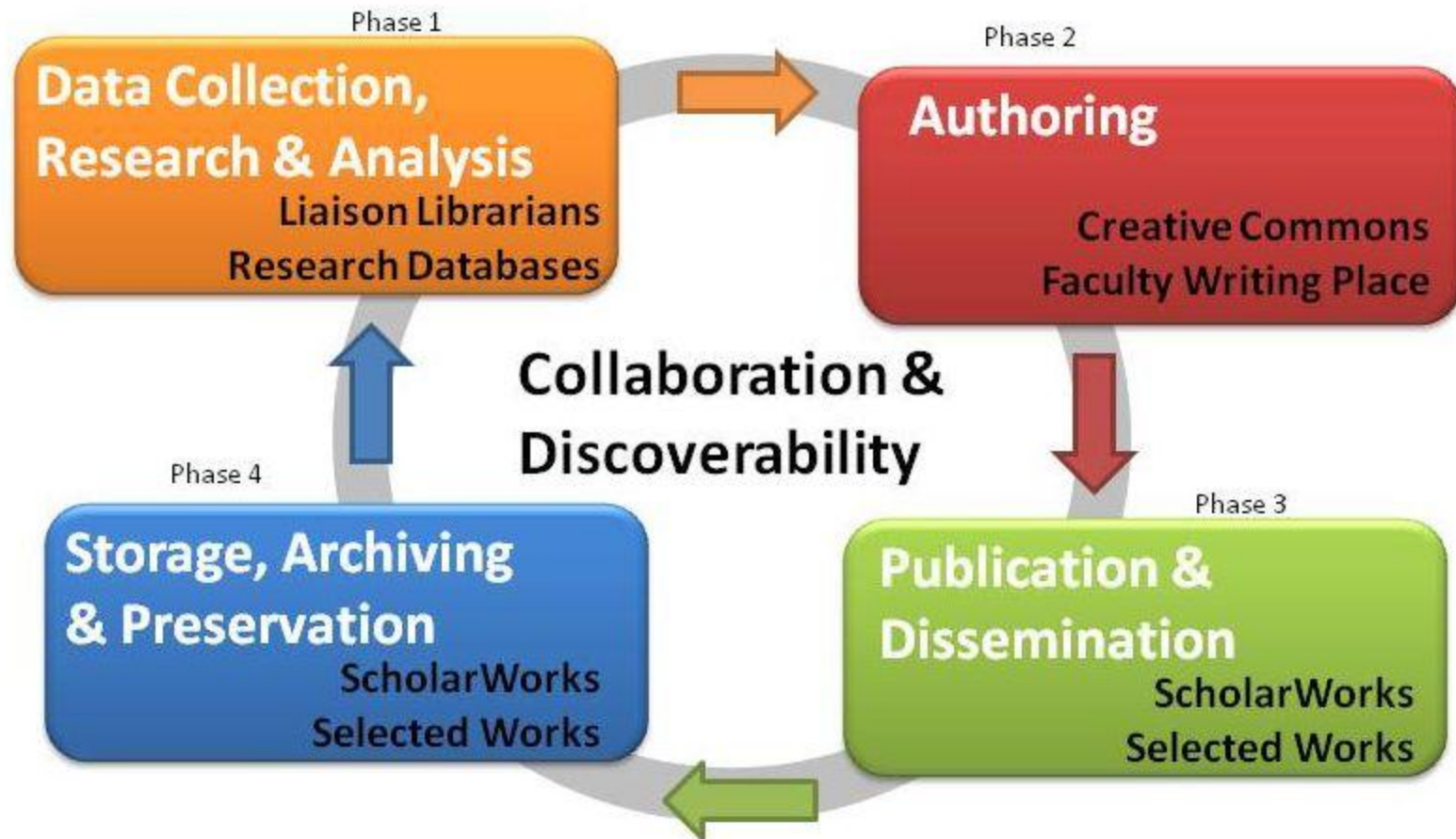
Challenges

- **Perception** of faculty members
 - What value is there in publishing in open access journals?
 - Impact on tenure and promotion?
 - Potential problems with author pays financial model?
- **Copyright Issues**
 - Who owns the copyright to works published in an open access journal?
 - What can a faculty member do to preserve the right to post a previously published work to an open access journal?

Why Change Scholarly Communication Model?

- **Proactive response** to scholarly communication and open access issues
- **Showcase** for scholars and institution
- **Ease of use** by faculty and students
- **Grant support**
- Long-term preservation, persistent urls
- **Wide dissemination** of intellectual output
- More frequent citations

The Scholarly Communication Life Cycle



Transforming Library Roles in 21st Century

- Nexus of communication
- Create strategic partnerships
- Promote Open Access initiatives
- Curate digital materials
- Provide expertise on metadata, author rights, usage rights, copyright, Creative Commons
- Expand liaison role with faculty
- Provide education and workshops

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UMass Amherst Libraries » Subject Research Guides » Scholarly Communication

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Scholarly Communication

Tags: [author_rights](#), [communication](#), [open_access](#), [scholarly_communication](#)

The process by which scholars and institutions create, disseminate, preserve, and use research results is commonly described as scholarly communication.

Last update: Jun 13th, 2011

URL: <http://guides.library.umass.edu/scholarlycommunication>

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Overview

Author Rights

Open Access

Publishing Models

Citation Impact

Copyright

Fair Use

History at UMA

Overview

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Scholarly Communication Resources

• SPARC

The Scholarly Publishing and Academic Resources Coalition is an international alliance of academic and research libraries that work together to stimulate the emergence of new scholarly communication models that expand the dissemination of scholarly research.

[Comments \(0\)](#)

Scholarly Communication

Scholarly communication is an umbrella term that describes the many ways in which scholars and researchers share their work:

- Publishing in print and electronic journals
- Archiving their work in digital repositories or on subject-specific websites
- Using email listserv mailing lists and online communities
- Creating new venues for dissemination, especially online

Currently, the field of scholarly communication is undergoing major changes, as open access and copyleft philosophies have begun to impact scholars' attitudes about sharing their work in a major way.

Scholarly Communication Guide

no photo available

Marilyn Billings

Contact Info:

W.E.B. Du Bois Library, Room 1985
University of Massachusetts,
Amherst

413.545.6891

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Blog feed: Scholarly Communications @ Duke

- [A second front](#)
- [Who pays for copyright](#)

ScholarWorks@UMass Amherst



Did you know that the UMass Amherst Libraries provide free services through ScholarWorks that can help you create and maintain peer-reviewed e-journals, personal researcher websites, and recruit and manage

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Open Access Publishing Progress

■ **Public Funding**

- U.S. National Endowment for the Humanities
- U.S. National Institutes of Health
- U.S. National Science Foundation
- United Kingdom Wellcome Trust

■ **Project SOAP**

- Study of Open Access Publishing
- SOAP Symposium, Berlin, Germany, January 2011
<http://project-soap.eu/soap-symposium/>

■ **Berlin 8 Open Access Conference**

- Beijing, China, October 2010
<http://www.berlin8.org/>

Open Education Resources

- **Educational materials and resources** offered freely and openly for anyone to use and under some licenses to re-mix, improve and redistribute
- Both teachers and learners can share what they know
- UMass Amherst Open Education Initiative
 - Office of Provost and University Libraries
 - Teaching Commons
 - Projected to save students \$77,000

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Additional Resources

Types of OERs

- Learning objects, units, textbooks, scholarly articles
[IRRODL.org](#)
- Multimedia objects (Flash etc.)
[MERLOT](#)
- Courses, programs full curriculum
- Tools, FOSS

[Athabasca University](#) Canada's Open University
Open Educational Resources from
Open Access Week - AthabascaU
on Vimeo.

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Open Educational Resources



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- Learning content: full courses, course material, content modules, learning

Additional Resources



Nicole Allen: Make Textbooks Affordable from SPARC on Vimeo.

[Comments \(0\)](#)

OER Information

[7 Things You Should Know About Open Educational Resources](#)

Partnerships Old and New

- Academic Computing
- Center for Teaching and Faculty Development
- Commonwealth Honors College
- Continuing and Professional Education
- Faculty
- Graduate School
- Office of Research and Engagement
- Office of the Provost

UNIVERSITY LIBRARIES COLLABORATIONS

Collaboration with Other Libraries

Goals:

- Utilize both fiscal and human resources to maximum efficiencies
- Maintain high level of services with reduced resources
- Reassign existing personnel to “21st Century Library” needs

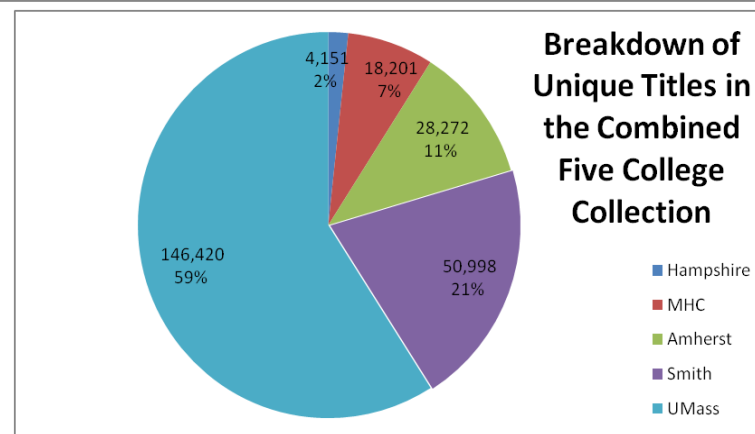
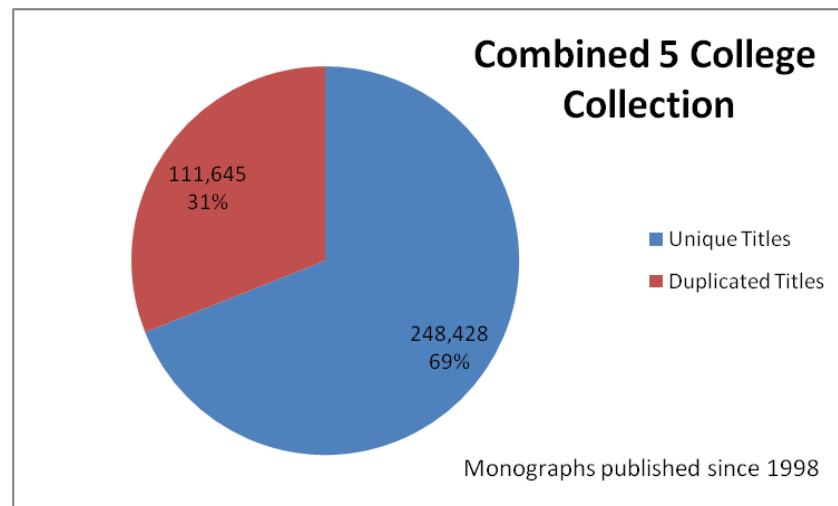
Five Colleges

- Five Colleges Consortium
 - Amherst College - 1,600 students
 - Hampshire College - 1,400 students
 - Mount Holyoke College - 2,200 students
 - Smith College - 2,600 students
 - UMass Amherst - 27,016 students

- Existing collaborations
 - Shared online catalog
 - Easy borrowing of books with 1 day courier service
 - Shared East Asian librarian (cataloger and liaison)
 - Shared off-site shelving facility (remote storage)

Cooperative Collection Development

- Collection Overlap Studies
 - Significant overlap in holdings
 - 65% of unique titles did not circulate (48-75%)
 - 54% of duplicate titles did not circulate (43 – 61%)



Cooperative Collection Development

One year pilot project --

- Better coordinate purchases for our book collections, so we can reduce unnecessary duplication and increase both the breadth and the strength of our combined collections.
- Purchase additional copies, if it is deemed locally appropriate, for the purpose of maintaining adequate core collections or supporting particular curricular or research needs.
- For most of our monographic purchasing, we will use a common vendor, YBP, thereby getting advance notice of one another's orders, with the aim of minimizing unnecessary duplication of any given title among us all.

Collaborative Technical Services

Five Colleges Libraries

- Consolidated to one book vendor (YBP)
- All libraries agreed to implement OCLC Cataloging Partners (PromptCat) and shelf-ready processing
- Exploring more “shared” original cataloging expertise (languages, rare books, science materials)
- Exploring collaborations in e-resources workload (licensing, ordering, renewals, access creation, SFX maintenance, SFX Marcit, proxy-server updates, troubleshooting)

Shared Off-Site Print Depositories



Five Colleges Libraries

- High density storage facility for lesser-used items
- Retain only one copy
- JStor archive
- Other archives ACS, IEE/IEEE, ProjectMuse
- Affiliate members

Other Library Partners in Collaboration

- UMass Campuses
 - Boston, Dartmouth, Lowell, and Worcester
- Boston Library Consortium
 - 17 academic research libraries in New England
- Association of Research Libraries
 - 126 research extensive university libraries in US & Canada
- Center for Research Libraries
 - 260 college, university, and independent research libraries in the U.S., Canada, and Hong Kong

Collaboration with Campus Communities

Goals:

- Re-utilize library space that formerly held print collections
- Bring together compatible service providers
- Integrate library services and collections into teaching and research mission in a new way
- Maintain visibility of library services and collections

The Learning Commons



- Integrates library and other campus services, staff, resources, collections, and technologies
- Brings services into the Library as the heart of the campus
- Integrates the social and academic
- Accommodates student lifestyles with long hours and food services
- Provides varied and flexible collaborative spaces that adapt to students' changing patterns of learning and innovating
- Connects students with the resources and support they need to succeed on campus

Learning Commons - Campus Partners



- Academic Advising
- Campus Bookstore
- Career Services
- Disability Services
- Food Services (Café)
- Learning Resource Center (Student Tutoring)
- New Student Orientation/Campus Tours
- Office of Information Technologies (Help Desk & Computer Classrooms)
- Writing Center

Multimedia Center



- Space designed to support students – mostly undergraduate – working with multimedia resources
- Creating, editing, listening, viewing
- Specialized staff support with both software and hardware expertise
- Library collections and viewing/listening, equipment check-out
- Presentation areas and enclosed viewing rooms
- Printers, plotters, scanners, copiers

Multimedia Center – Campus Partners



- Library media collections
- Academic Computing (Technology Services)
- Campus audio-visual services

Graduate Commons

- “Learning Commons” for graduate students
- Quiet reading room with areas for individual study and enclosed spaces for group work
- Comfortable, informal seating
- Lockers for personal materials and research tools
- Meeting rooms for “seminars” by peers
- Collaboration space with projection and multimedia technologies

Graduate Commons – Campus Partners

- Research/Liaison Librarians
- Graduate Dean
- Graduate School

Teaching Commons



- Space for consultation with experts about new ways of teaching and developing digital teaching expertise
- Staff space for teams of instruction librarians, Center for Teaching staff, instructional designers and academic technologists.
- Lounge areas equipped for collaborative work
- Media development workstations with multiple, large monitors and associated peripherals
- Audio/video editing booths, practice areas, demonstration areas

Teaching Commons - Campus Partners



- Information Literacy - Instruction Librarians
- Center for Teaching (Instructional Design)
- Office for Faculty Development
- Academic Computing (Office of Information Technologies)



Research Commons

- Provides central location for research support services and promotes collaboration among researchers
- Offices for Research & Liaison/ Scholarly Communications Librarians
- Data curation, GIS, visualization labs, statistical analysis and related consultation/ support services (for sciences, social sciences and humanities)
- Research grant administration support (grant writing, proposal review, budget approval)
- Collaboration areas/meeting rooms with video conferencing capabilities

Research Commons - Campus Partners

- Research & Liaison / Scholarly Communications Librarians
- Vice Chancellor for Research and Engagement
- Office of Grant and Contract Administration
- Office of Commercial Ventures and Intellectual Property (Technology Transfer, Patents, Trademarks, etc.)
- University Press

THE CHALLENGES OF CHANGE

Looking Backward to See Ahead

The parallels between the printing press era and today are sufficiently compelling to suggest:

- Changes in the information age will be as dramatic as those in the Middle Ages in Europe.
- The future of the information age will be dominated by unintended consequences.
- It will be decades before we see the full effects of the information age.” (paraphrased)

James A. Dewar – *The Information Age and the Printing Press: Looking Backward to See Ahead.*

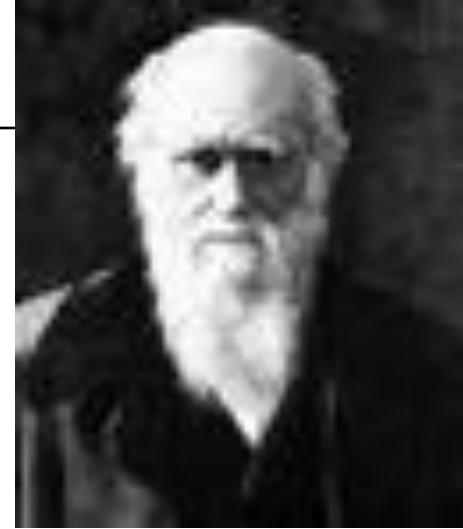
Rand Report P-8014. 1998

<http://rand.org/pubs/papers/P8014/index2.html>

Biggest Challenge

In the world of networked information, no library can stand alone. Collaboration, with other libraries and with campus partners, is our best hope to adapt successfully in our new digital environment.

Attributed to Charles Darwin:



“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

Thank You

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