

IS THE FUTURE HERE YET? MANAGEMENT TRENDS IN ACADEMIC LIBRARIES

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Objectives

- To present and discuss the future of academic library management as researchers have pointed in the pertinent literature
- To provoke a reflection on whether or not academic libraries have reached their envisioned future



Factors which Stimulate Change in Higher Education - 1

- **Knowledge economy**
 - Information as raw material
 - Pervasive effect of technologies
 - New networks in all types of processes and organizations
 - Flexibility; reconfiguration of organizations
 - Growing convergence of specific technologies

Factors which Stimulate Change in Higher Education - 2

- **Alliances and consortia**
 - Higher education joining media
 - Distribution of products & services by powerful telecommunications technology
 - Development of educational programs in the work place

Factors which Stimulate Change in Higher Education - 3

- **External environmental impacts**
 - University becoming an economic enterprise; competition with commercial sectors
 - Government money diminishing
 - Globalization
 - Continuous learning & non-traditional students
 - Changing students' needs and market
 - Advances in technology

Factors which Stimulate Change in Higher Education – 4

- **Digital environment and their advantages**
 - Accessibility (geographic)
 - Availability (time)
 - Search strategies
 - Efficiency
 - Researchability
 - Dynamic

Factors which Stimulate Change in Higher Education – 5

- Interdisciplinary
- Collaborative
- Linkability
- Interactivity
- Processing qualities
- Spatial capacity
- Encyclopedic capacity

Impacts of Higher Education Changes on Academic Libraries -1

- **Revolutions faced by higher education that affect libraries**
 - personal computer & electronic data networks
 - mobile phone
 - games, integration of sound and image
 - hypertext
 - ATM/self-service

Impacts of Higher Education Changes on Academic Libraries -2

- older people working towards college degree
- intellectual property
- information revolution
- virtual university

Impacts of Higher Education Changes on Academic Libraries -3

- **Expected changes in Libraries' role and nature**
 - repackage information
 - introduce paid services & seek sponsors
 - more cooperation between libraries
 - information through and training in use of Internet

Impacts of Higher Education Changes on Academic Libraries - 4

- increased involvement in distance education
- significant number of staff for tech-based info services and less in traditional services
- more involvement in university infrastructure
- adopt more competitive structures

Libraries Need to Develop Competitive Structures - 1

- **In what ways?**
 - Rebuild, renovate/innovate, recreate, rethink time, realign
 - Shift from vertical hierarchy to networking
 - Change from Guardian to Gateway
 - Develop synergy between Library, Information Technology, & Teaching processes

Libraries Need to Develop Competitive Structures - 2

- **La Trobe University Library experience**
 - Internal restructuring to cope with users' changing needs
 - Space and zone allocations
 - Incorporate new standards

Libraries Need to Develop Competitive Structures - 3

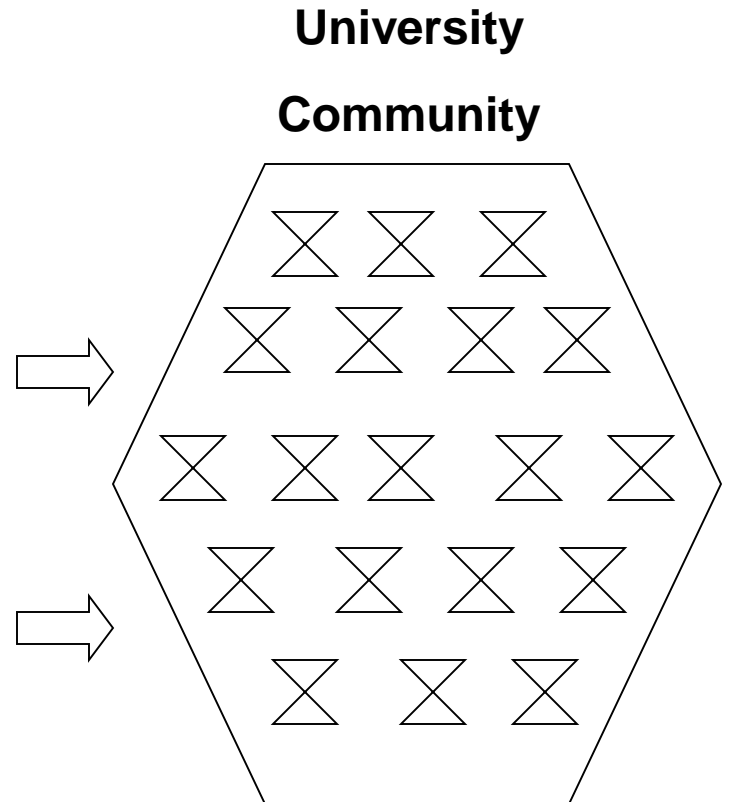
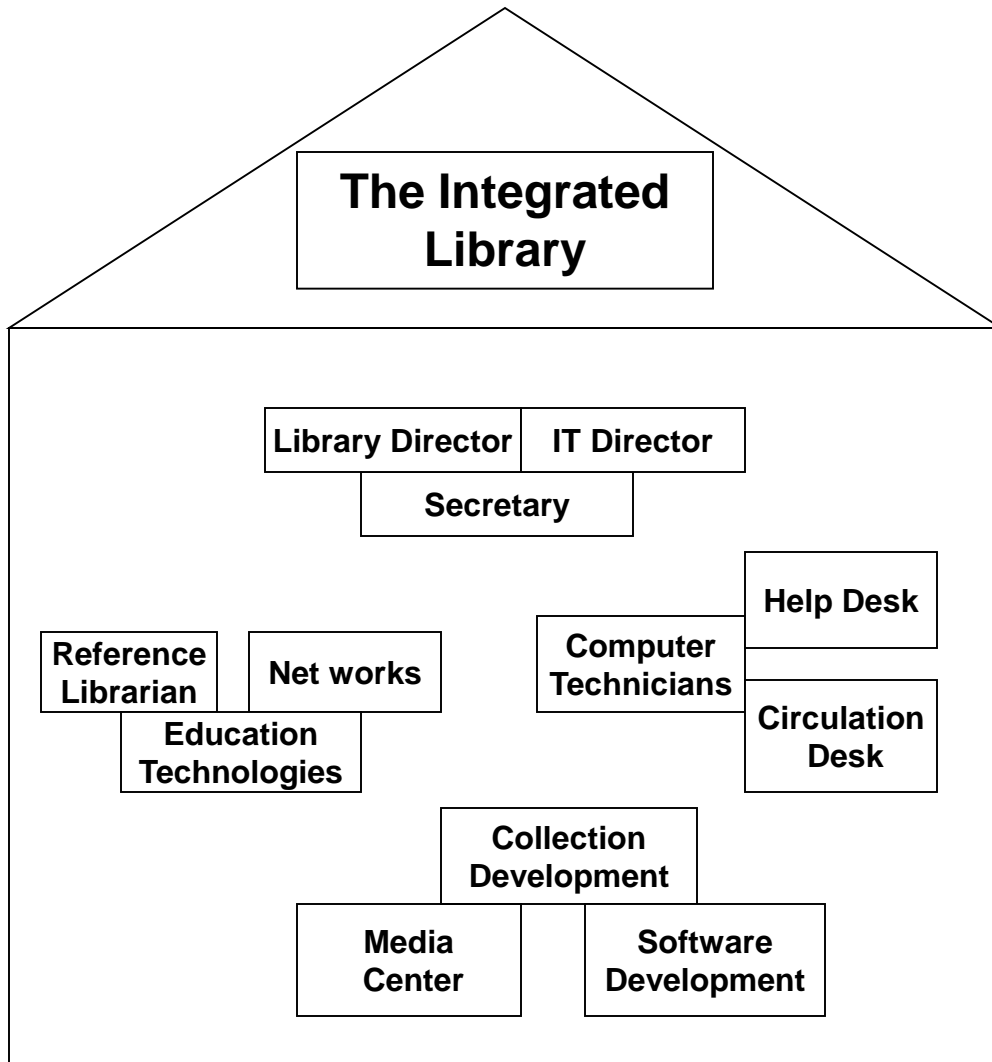
- **King's study (2000) – assumptions for planning future library**
 - more electronic
 - hours: flex hours & 24-hour access
 - attractive environment
 - independent users
 - information literacy
 - reserved areas, relaxing places
 - specific installations

Libraries Need to Develop Competitive Structures - 4

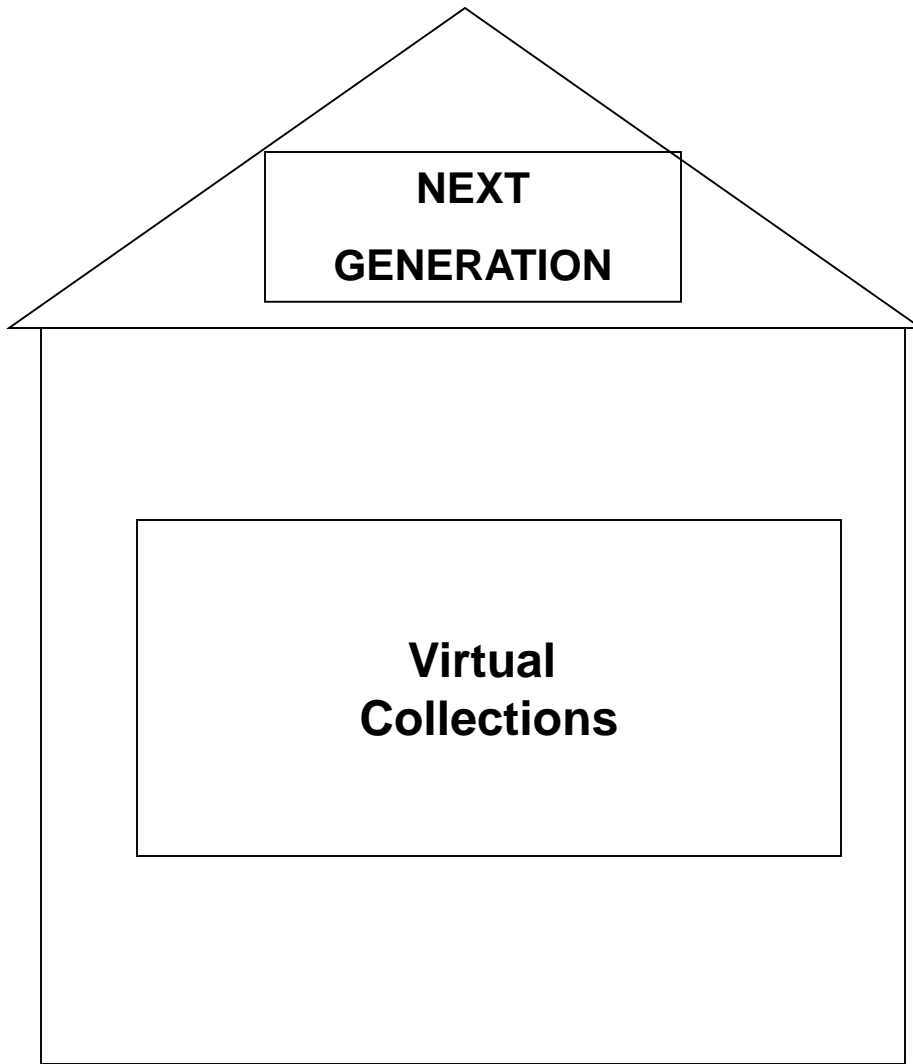
- Townley's study (1997) – print still in use but increase in technological tools
- Fox's study (1995, 1999) – independent learning trends

Libraries Need to Develop Competitive Structures - 5

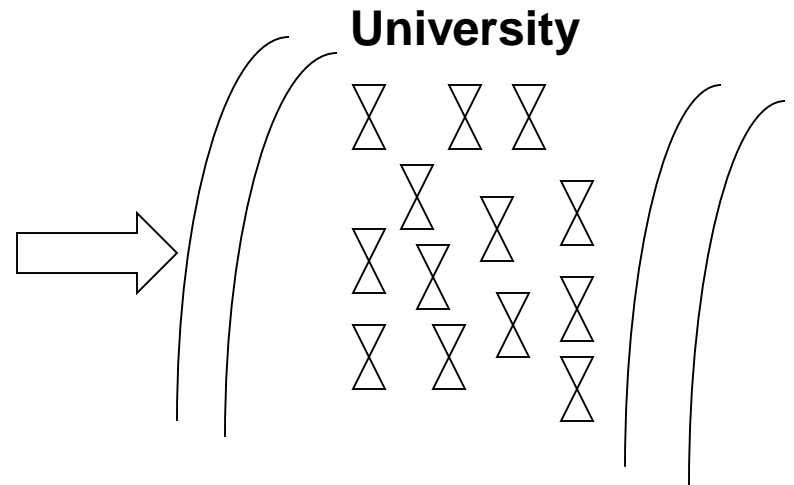
- Crawford (1999) – need more space for increased collections, meetings, study, research, equipment
- Shepherd (2000) – online catalog brought efficiency levels; avoid dangers of bad communication, failure to deal with fear & insecurities & resistance



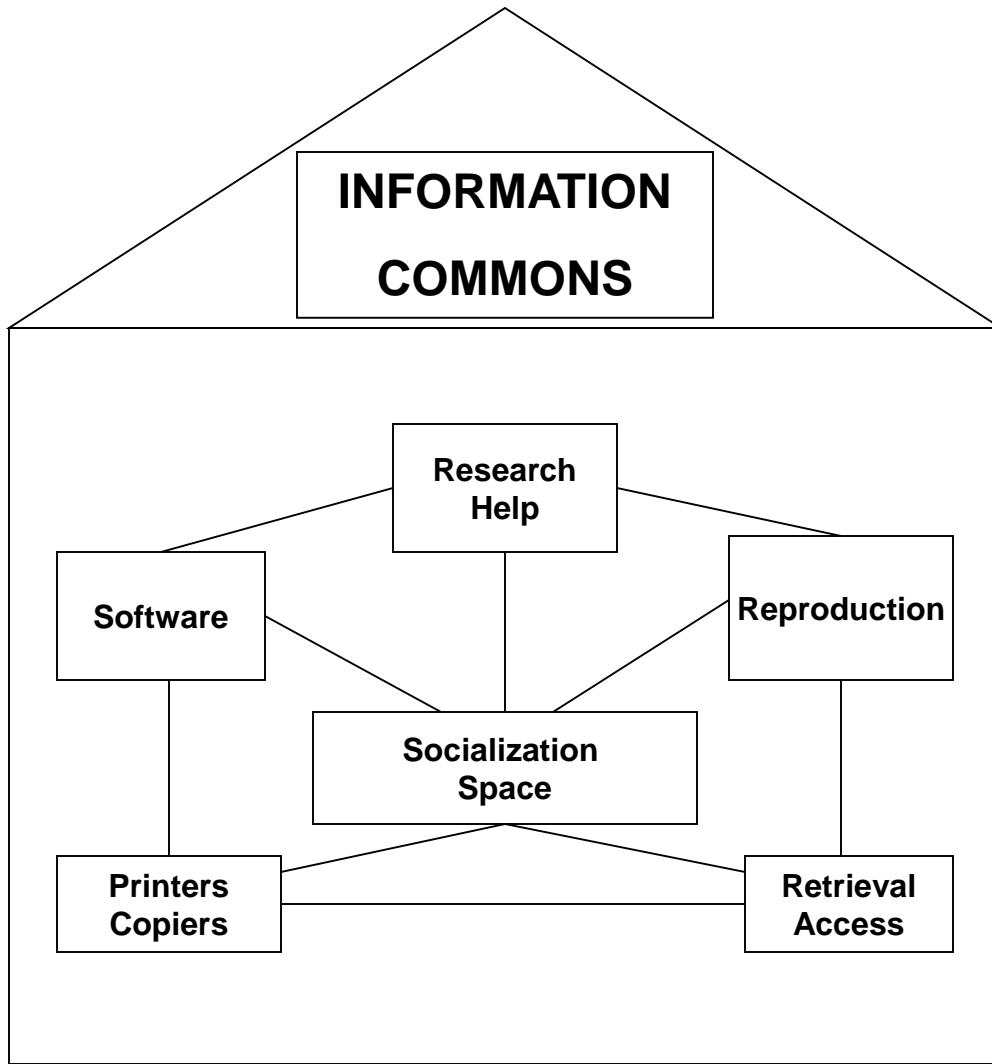
MODEL A - THE INTEGRATED LIBRARY



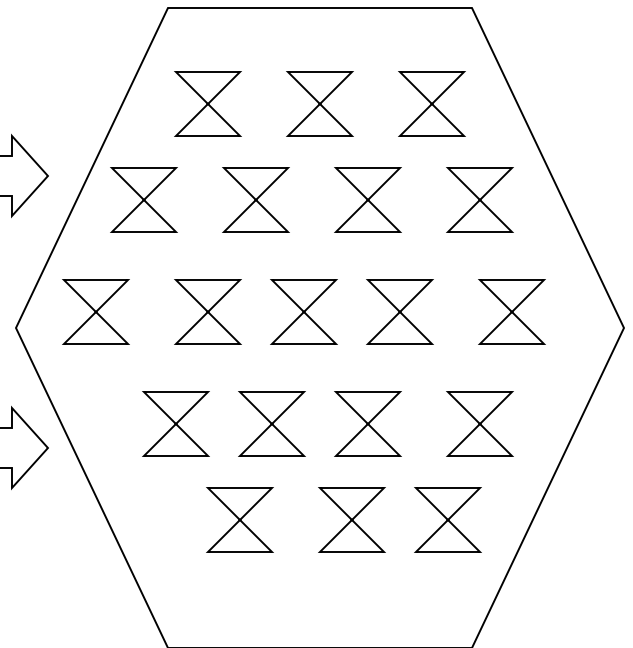
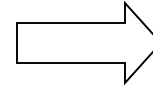
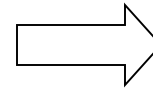
Flexible Access/Delivery Boundaries



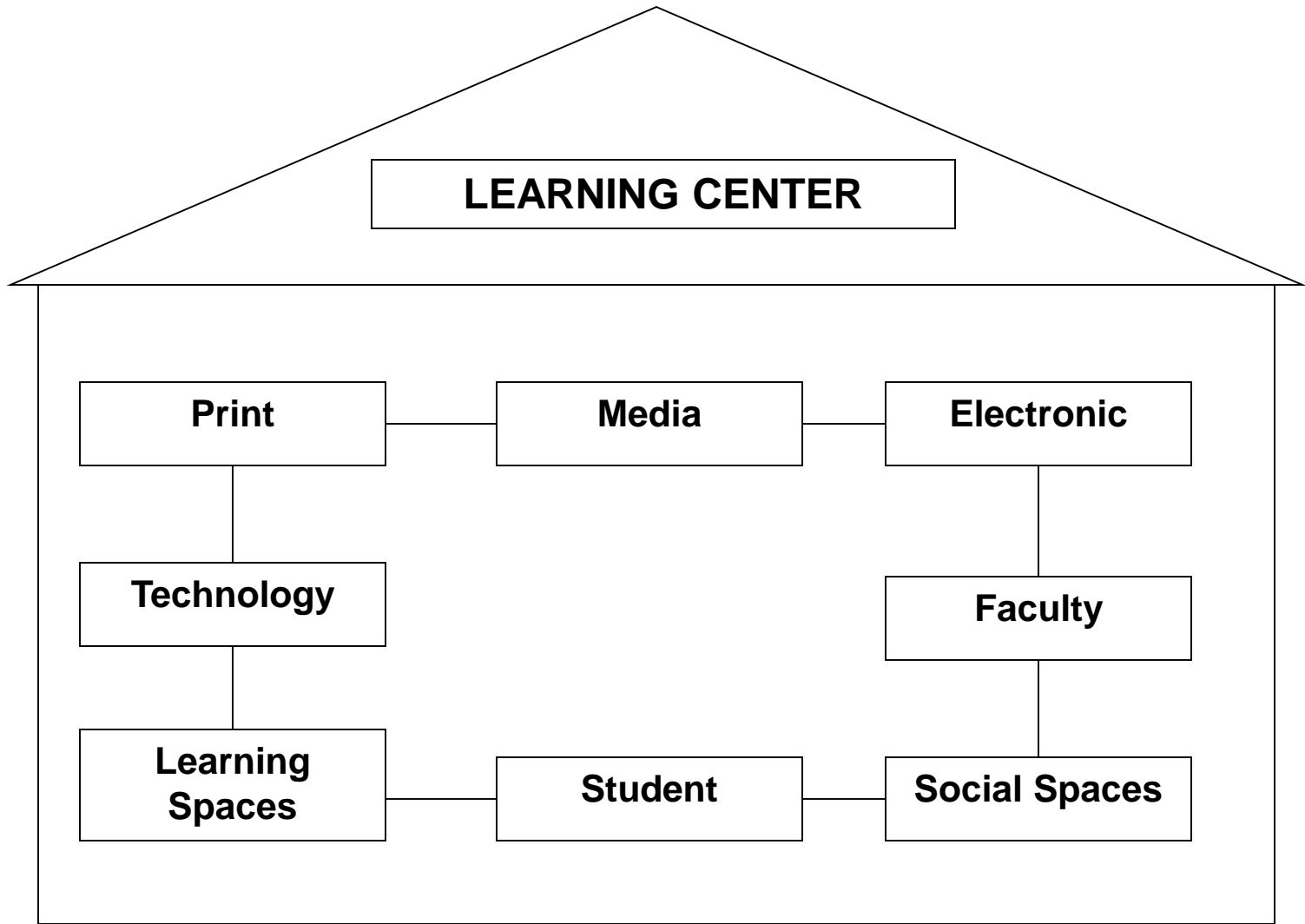
MODEL B - THE "NEXT GENERATION" LIBRARY



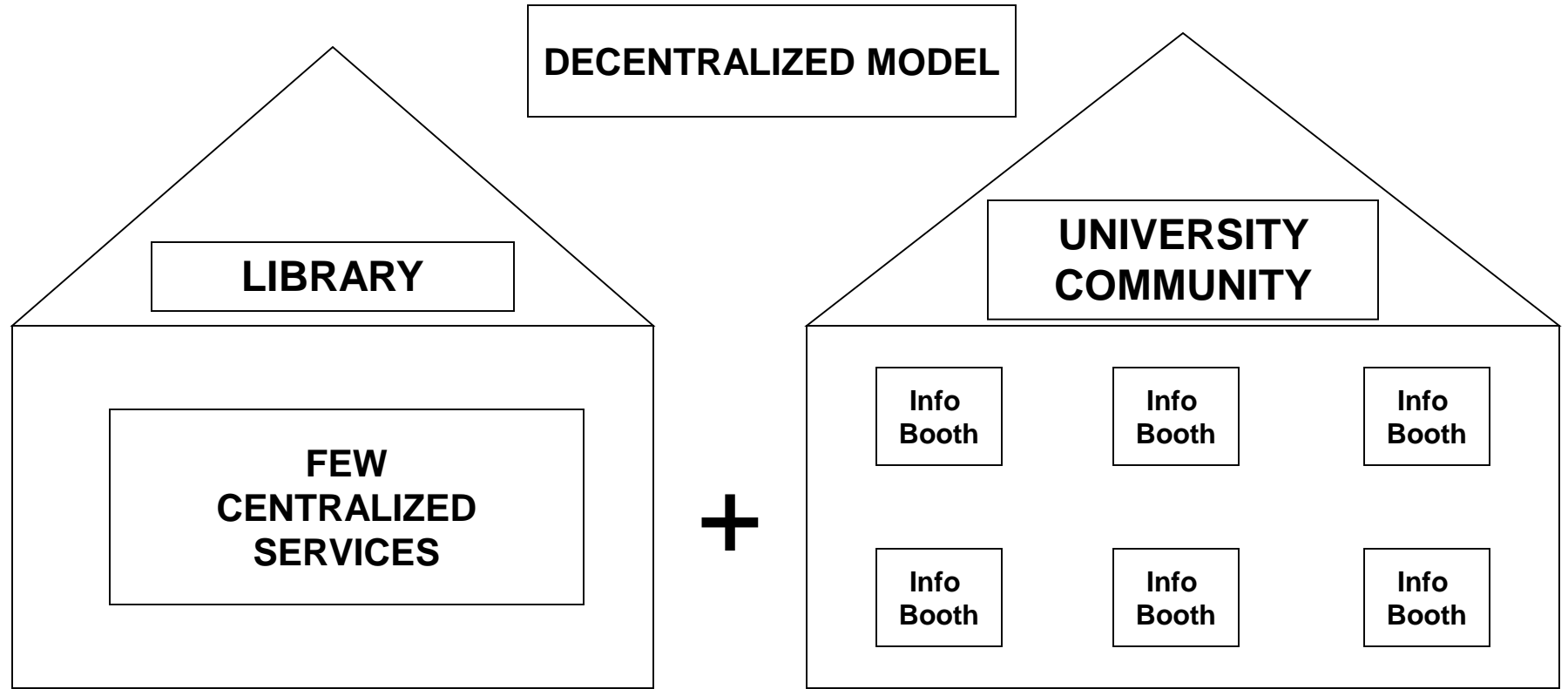
University Community



MODEL C - INFORMATION COMMONS



MODEL D - THE LEARNING CENTER



MODEL E - THE DECENTRALIZED MODEL

Conclusion

Library function has not changed.

What has changed?

- Breadth and techniques for accomplishing its role.
- Provision of information in loco to anywhere to meet patrons' needs
- Active player of developing academic programs as part of educational team

How to Deal with Change - 1

- **Four Objectives of Infrastructure of the Future**
 - Cost-efficiency level
 - Higher level of service
 - Research & development competencies
 - Flexible organizational culture

How to Deal with Change - 2

- **Strategies**

- Understand proposed changes
- Identify limitations of new system
- Establish open lines of communication
- Motivate employees to participate
- Recruit right employees
- Recognize value of continuing education

Discussion

- What has your library done to cope with change (and turn 360 degrees)?
- Do any of you follow the management models presented; if so, which one? Share your experiences.