

The Library as Competitive Advantage

Creating Value for Education and Research

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Objectives of the Bologna process

- Adoption of a system of easily readable and comparable degrees
- Adoption of a system essentially based on two main cycles, undergraduate and graduate
- Establishment of a system of credits
- Promotion of mobility
- Promotion of European co-operation in quality assurance with a view to developing comparable criteria and methodologies
- Promotion of the necessary European dimensions in higher education

Libraries and globalization

- Globalization as increased competitive pressure on the individual university
 - Increased transparency of institutional performance
 - Increased mobility of students
 - Mobility of (electronic) services with possibility of outsourcing or consolidation
 - New demands on quality
 - Need for constant change and flexibility
 - Need for international cooperation

The library as physical infrastructure and service function

*“In addition to their teachers, students rely on a range of resources to assist their learning. These vary from **physical resources such as libraries** or computing facilities to human support in the form of tutors, counselors, and other advisers.*

Learning resources and other support mechanisms should be readily accessible to students, designed with their needs in mind and responsive to feedback from those who use the services provided. Institutions should routinely monitor, review and improve the effectiveness of the support services available to their students”

Standards and Guidelines for Quality Assurance in the European Higher Education Area, European Association for Quality Assurance in Higher Education, 2005, Helsinki

The library's mission

"We often hear it said that libraries (and librarians) select, organize, retrieve, and transmit information or knowledge.

*That is true. But those are the activities, not the mission, of the library. ... the important question is: "**To what purpose?**"*

*We do not do those things by and for themselves. We do them in order to address an important and continuing need of the society we seek to serve. In short, **we do it to support learning.***

Lorcan Dempsey, Keynote presentation at
European Conference on Digital Libraries 2004

The changed information environment

- Collections ---> connections
- Information scarcity ---> information overload
- Self-sufficient users and search engines
- Result:
 - The library collection constitutes a small part of the relevant supply of information
 - The library faces increased competition
 - The risk of library bypass

OCLC's Pattern Recognition (2003)

- Four future tendencies from the OCLC report
 - Disaggregation
 - Collaboration
 - Decrease in guided access to content
 - Context

Disaggregation

- Materials, institutions and services are split into smaller units and modules
 - E-learning and flexible learning makes it possible to choose individual courses from formal education
 - Books are split into chapters
 - Joint internet services for many websites e.g. credit card transactions
 - Institutions become services and services become functionality that can be chosen for a specific purpose

Cooperation and collaborative technologies

- Users demand tools for cooperation and communication
 - Games
 - Open source software
 - Web conferences
 - Wiki's
 - Blogs
 - Chat
 - Collaborative learning resources

Reduction in mediated access to information

- Increase in self-service especially through searching

“The key is to always be next to the user wherever the user is, invisible when things are working, magically materializing when they are not”

Context and meaning

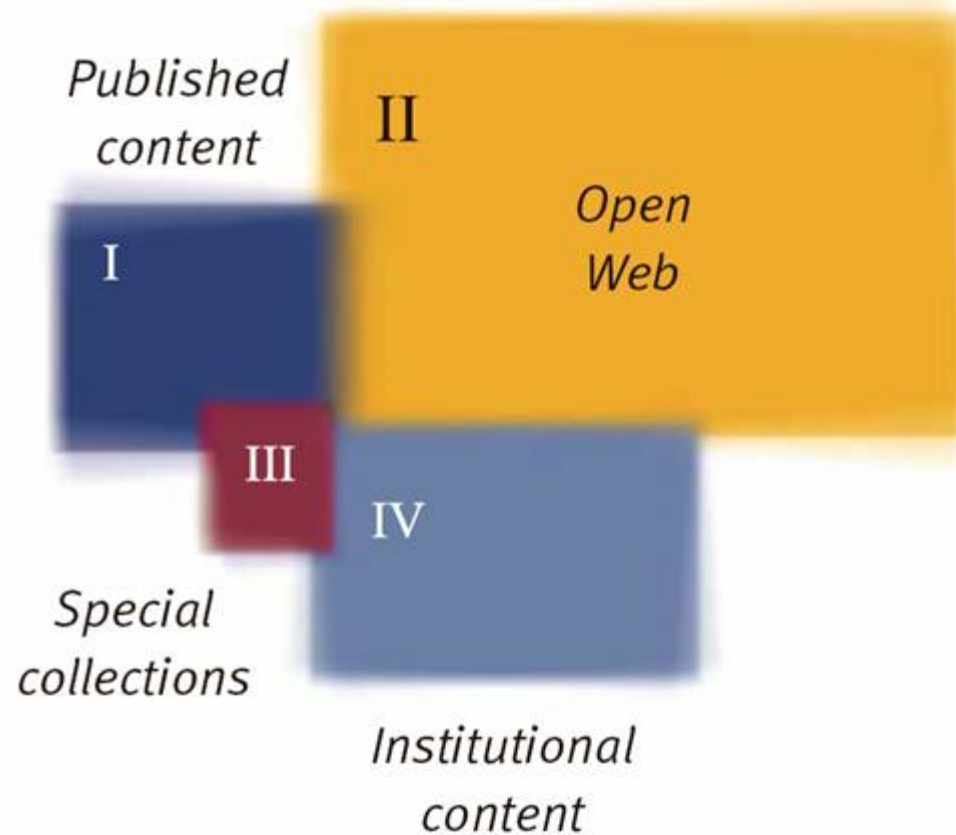
- Users demand context. There is a need for putting the search result in a wider context for instance by linking it to other relevant resources

"Content is no longer king – context is"

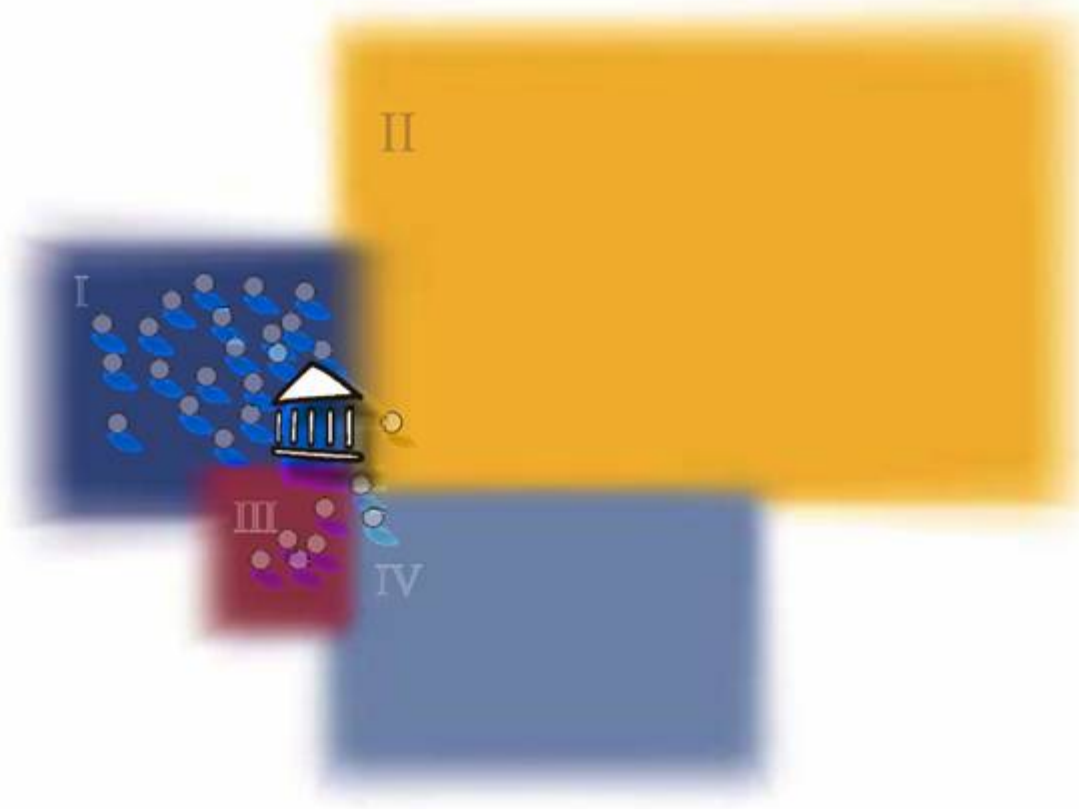
OCLC report - criticism and recommendations

- Libraries are too focused on collections
- Increased focus on the user
- Emphasis on the term "infosphere" – the network of information surrounding the individual
- The library's services should be brought to the user's "infosphere"
- The libraries should consider collaborative technologies

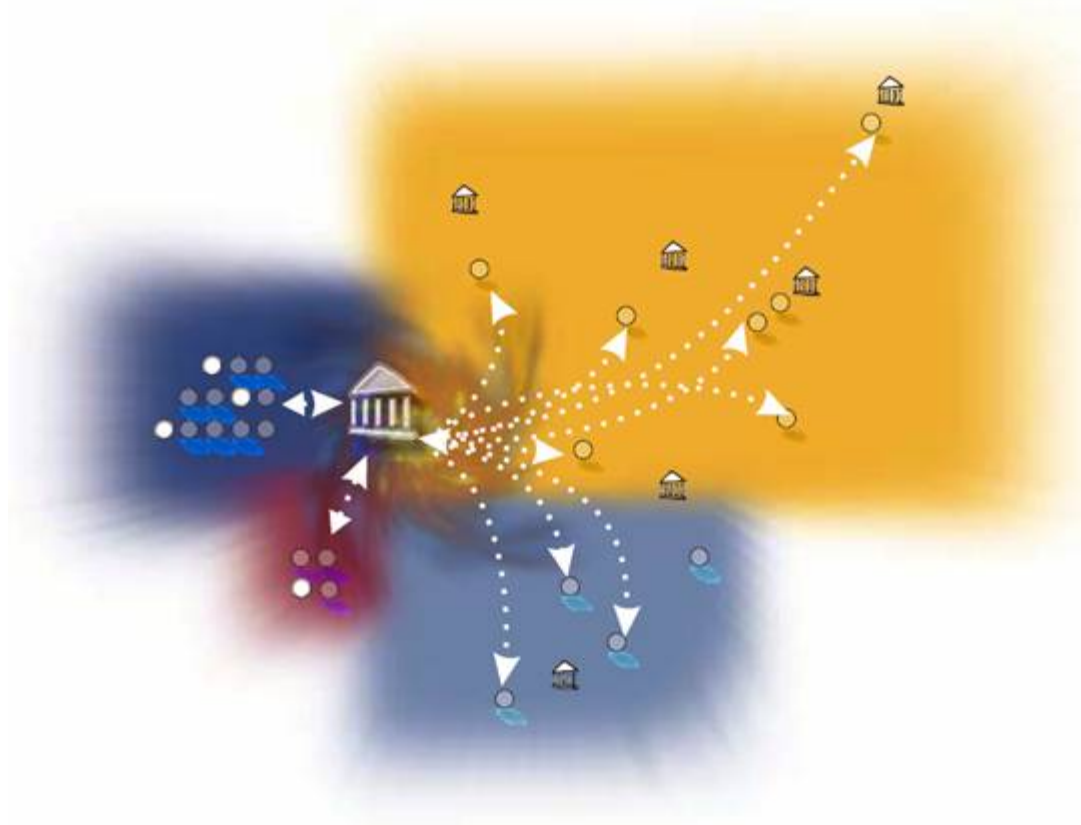
A user's view of the “Infosphere”

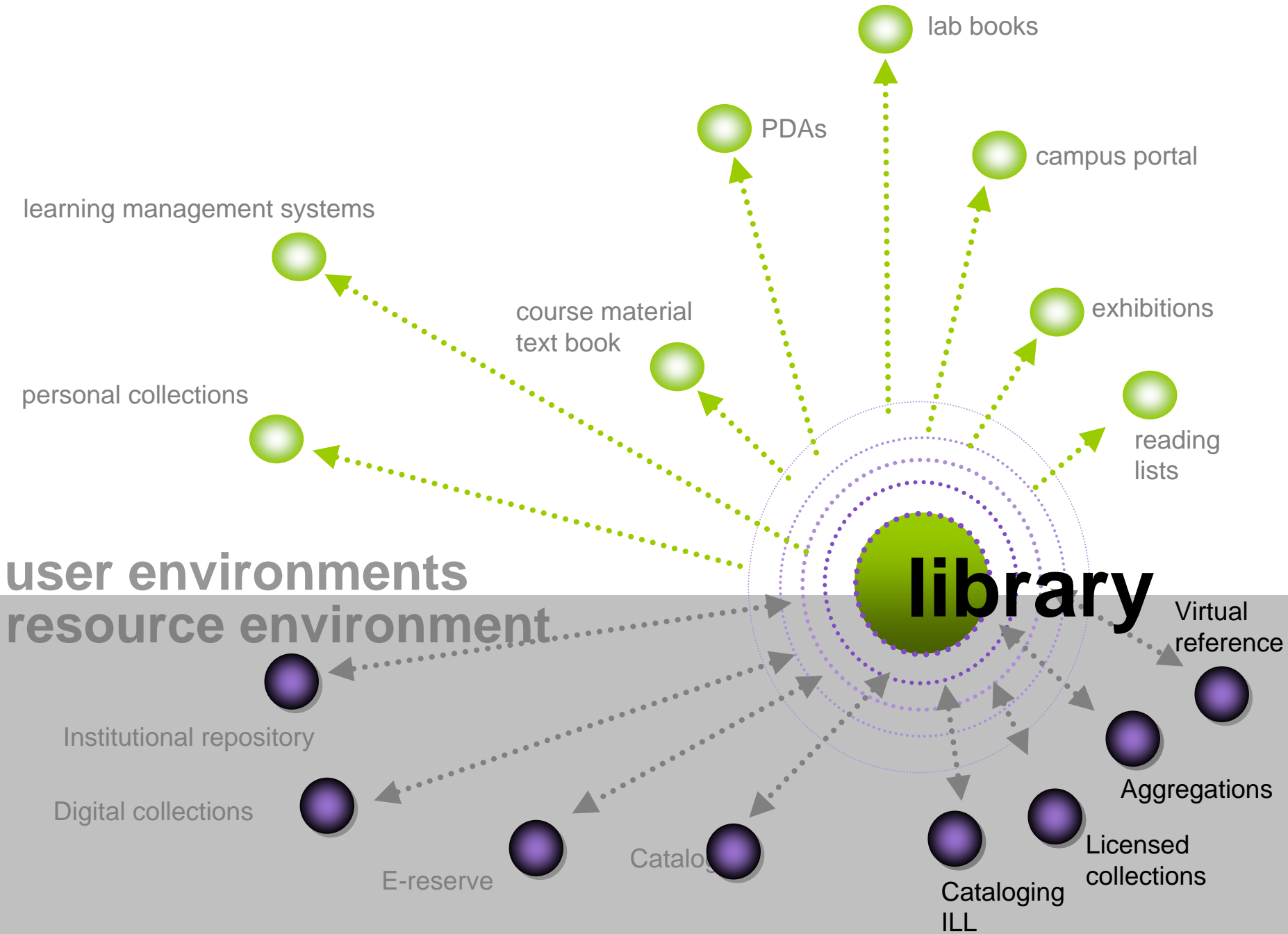


Library's space within the user's "Infosphere"



Potential role of libraries in the “Infosphere”





New demands on services

- Disaggregation
 - Functionality must be available independently of the particular service
- Collaboration
 - Web 2.0 functionality for users
- Decrease in guided access to content
 - Information must be searchable and be presented in multiple contexts outside the library
 - Possibility of customization and customerization
- Context
 - Link resolvers (e.g. SFX) must and recommendation systems must provide access to relevant resources at the search result
 - Self-service in the physical library supplemented by possibility for social interaction

Changes in education and learning

- Education → Learning
- Blackboard → "infosphere"
- Individual → collective learning
- Instruction → facilitation
- Specific skills → meta-competencies
- Institutional learning → lifelong learning

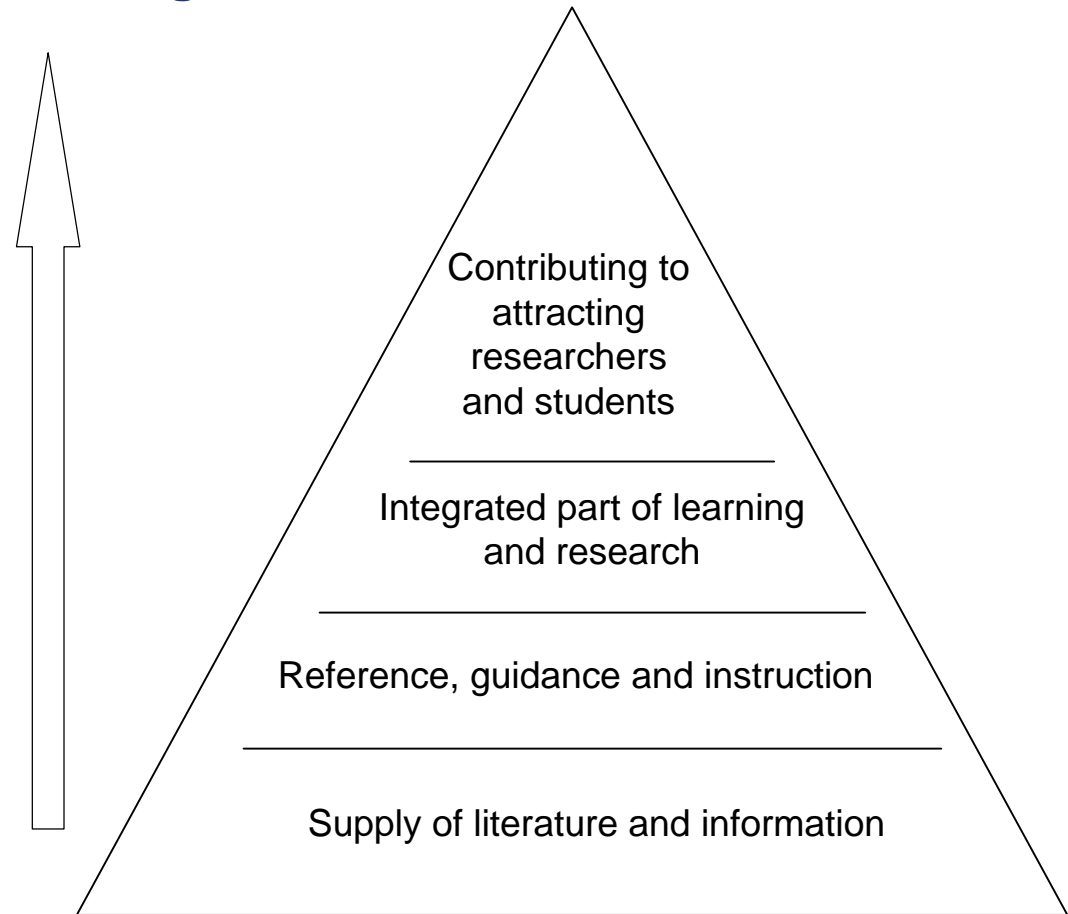
Changes in research

- Non-monopoly of science – government and private sector research
- Importance of networks in science – science is increasingly collaborative
- Internationalisation
- New forms of scientific publication and communication
- Stronger focus on applied research as opposed to pure science
- Advances in science and innovation in organizations are increasingly cross-disciplinary

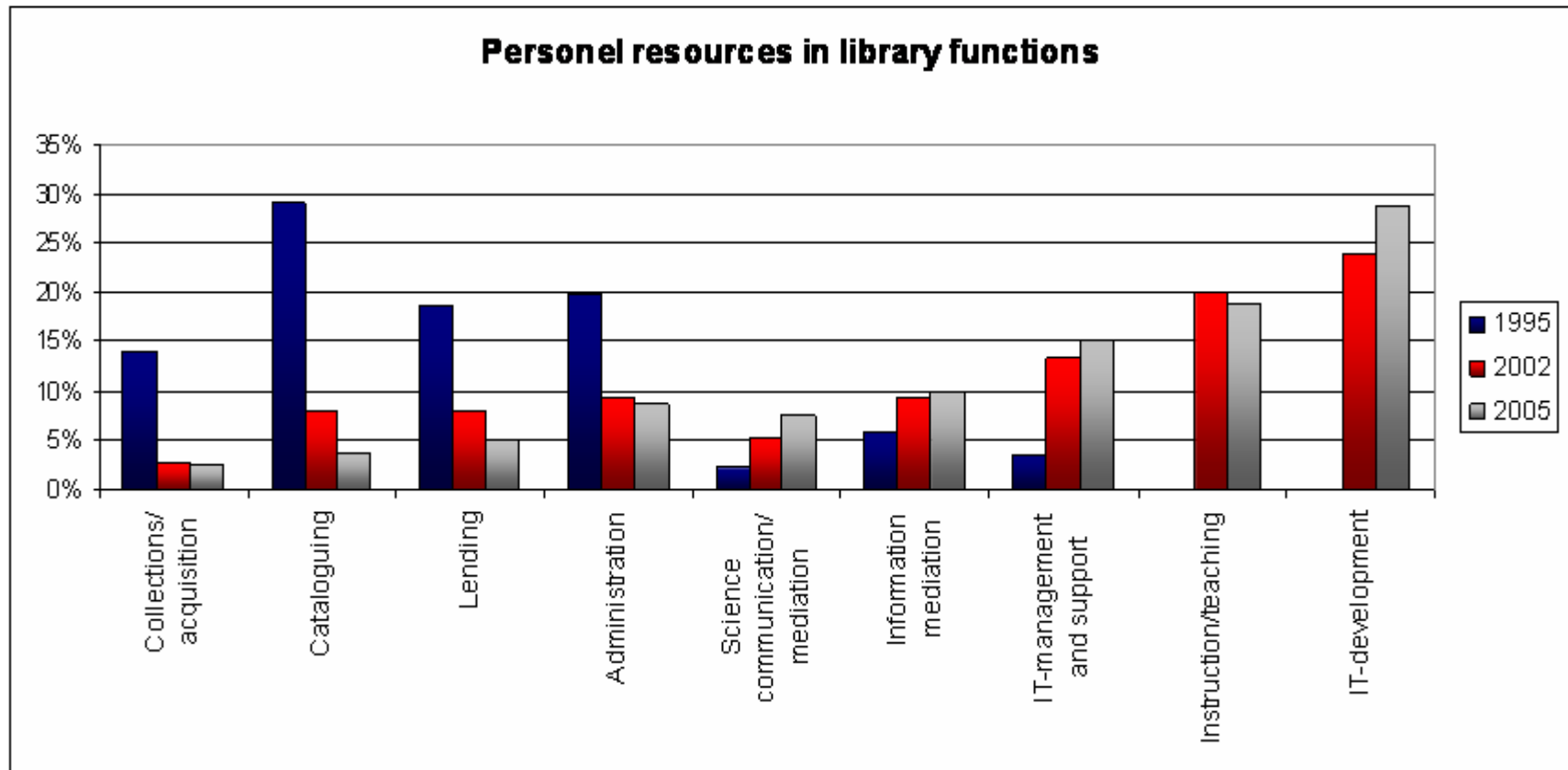
Value adding activities

Important ingredients:

- Clear profile
- Service concepts
- Professional competencies
- Cooperation and partnerships



Internal reorganisation of existing tasks – an example



Outsourcing, partnerships and shared services

- Selection, acquisition and processing of materials outsourced to vendors
- Cataloguing shared on a national level or outsourced to vendors
- Negotiation and administration of electronic subscriptions and licenses shared with consortia or national institutions
- Lending outsourced via self-service to users
- Some it-administration or development outsourced to vendors or other libraries

Additional tasks

- Support for e-learning courses
- Knowledge management and learning support for the individual student or researcher
- Knowledge management for the institution in the processes between import and export of information (datasets, research communication, repositories for students papers and assignments..)
- Copyright and intellectual property rights
- Research statistics - citation analysis and benchmarking
- Alumni services
-

Institutional partnerships

- The library as monolithic institution vs. the library as a network of services
- Integration with parent institution
- Cooperation with other libraries, outsourcing of services, shared services and national initiatives
- Back- and front office functions
- Increasing complexity of information technology

Questions for workshop discussions

- How will research and education change?
- What will these changes mean for libraries?
- What will changes in user behaviour mean for libraries?
- Is it still relevant to focus on the library as a separate institution as opposed to a collection of processes or services?
 - Why (not)?
 - Does the library possess core competencies or constant characteristics?
- Is the library primarily a place, some competencies or a collection of services?
- Is it possible for the library to create and maintain a clear and consistent profile?
- How should libraries add value to the parent institution?
- Can the library contribute to the overall success of the parent institution?
How?
- What will be the best mix of services?
- Name the three most important services for the library in five years
- Name three labour-intensive tasks that will have been reduced in five years

Summing of from workshops (1)

- Bologna process not necessarily a big impact in all institutions
- Institutional mergers an issue in some countries
- Research assessment exercise coupled to funding
- Demand for institutional repositories and need for libraries to ensure that rights transfer to commercial publishers is non-exclusive
- Transfer of IPR and credit for research when the researcher leave
- Funding based on new metrics primarily citations
- Germany – new copyright law under consideration will affect electronic ILL. Pressure from commercial publishers

Summing of from workshops (2)

- The role of university library will change – e-archiving could be done in collaboration
- The library has a responsibility for content at the university
- Teach the users to use the library content in their own context
- Information literacy – learning a methodology is important
- Library have to prove their worth to users – “unconscious incompetence”
- Google as a dangerous monopoly – commercial censorship
- Tell users that they should rank Google in relation to quality resources
- The library should bring the resources together and teach the student
- Mandatory library training early in the study instead of waiting until the thesis-phase vs. waiting until the concrete need arises

Summing of from workshops (3)

- The quality of Google – satisficing instead of optimal information strategy
- Information literacy – evaluating information resources, working with references
- The library as a separate institution?
 - Need to be close to the institution
 - Need for independence because the library is a neutral place away from noise, competitive colleagues. Can it be an neutral electronic space
 - Library risk being passed over
 - Library as a social place but also connected to physical place
 - The library is showed to visitors – the window of the institution

Summing of from workshops (4)

- Collaboration – not responding to needs, but placing the library alongside the users
- Art event as an example – discussion with a student, architect and a researcher
- Facilitating knowledge exchange – putting people together, the high priestess of knowledge
- Organizing seminars where researchers can exchange information on current activities and projects
- Knowledge flows do not happen by itself
- The three most important tasks – the staff will be the most valuable resource
- Are there enough economic resources for personal services?

Summing of from workshops (5)

- Library staff give instructions in software (SPSS) in the library together with information support
- Publishing functions – facilitating publication, establishment of electronic archive functionality
- Need for policy decision on open access
- Repositories are both an instrument in evaluation and in communicating results from research
- Important that the library is a member of faculty staff instead of the administration staff. The library as an administrative function vs. an educational functions
- Monitoring appointments of senior business professionals and sending e-mail to faculty
- Create briefing material on companies for faculty before important meetings
- Also a more general public service on business information and presenting the institution in that capacity – image

Opinions and suggestions(1)

- Education
 - Increasingly dependent on quality information, learning tools and social interaction
 - Increasingly independent of particular institutions
 - → Opportunity for libraries to become an integral part of learning
 - → Information literacy
- Research
 - Collaborative with new partners
 - New publication methods and need to communicate results
 - → E-support for datasets, publications
 - → communication and mediation of scientific results

Opinions and suggestions(2)

- Need for an independent organisation that focuses on information in regard to learning and research and on facilitating the use of information.
- The library as a collection of services instead of a permanent institution will mean involve transaction costs and need for competence development when new needs arise
- Need for a constant focus on knowledge creation processes in an electronic environment
- Creating value
 - Information literacy
 - Intellectual property rights
 - Repositories and e-infrastructure
 - Cooperation with other libraries – a gateway to information access
 - Support of e-learning