

Singapore Management University

## Institutional Knowledge at Singapore Management University

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2-2020

### Stakeholder engagement: Singapore Management University Libraries, a case study

Gulcin Cribb

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International Association  
of University Libraries

# Stakeholder Engagement: Singapore Management University Libraries, a case study

Gulcin Cribb  
University Librarian

# SMU Libraries



<https://library.smu.edu.sg/>

**Bad Libraries Build Collections,  
Good Libraries Build Services,  
Great Libraries Build Communities**

**David Lankes**

**Not in Volumes**

**Not in Gate Counts**

**In the Dreams and Aspirations of the Community**

# Stakeholders! Who are they?

# Who



**Students**

**Parents**

**Governments**

**Competition  
and Rankings**

**Teaching and  
Learning**

**Economy**

**Jobs and  
employment**

**Employers  
and skills**



**TGIF**



**FANG**



# Competition....

- Library one of the stalls at the I-Bazaar
- Most people think:
  - Everything is on Google
  - It is all there
  - It is all free
  - It is quick & easy to get



# What?


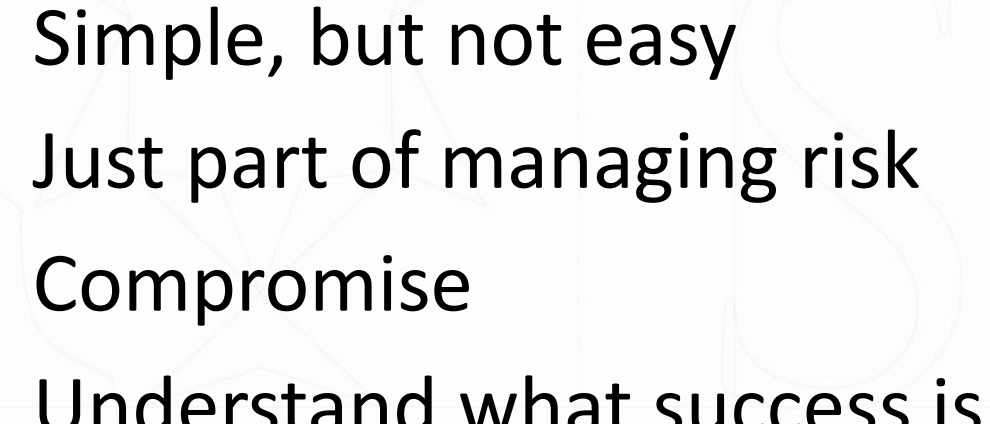

- **Stakeholder engagement** is the process by which organisations **communicate and get to know** their stakeholders. By getting to know them, organisations are able to **better understand what they want, when they want it, how engaged they are and how the organization's plans and actions will affect their goals**. Furthermore, they can improve their communication and rethinking their strategies and operations, having long-term benefits such as **brand reputation or first mover advantage**.

# Why?

- Gain stakeholder **approval** and **support**
- **Minimise** opposition and satisfy their needs as far as possible
- **Anticipate** what risks and opportunities might arise
- **Enable** plans to be laid and managed

# 10 key principles of stakeholder engagement

1. Communicate
2. Consult, early and often
3. Remember, they're only human
4. Plan it!
5. Relationships are key

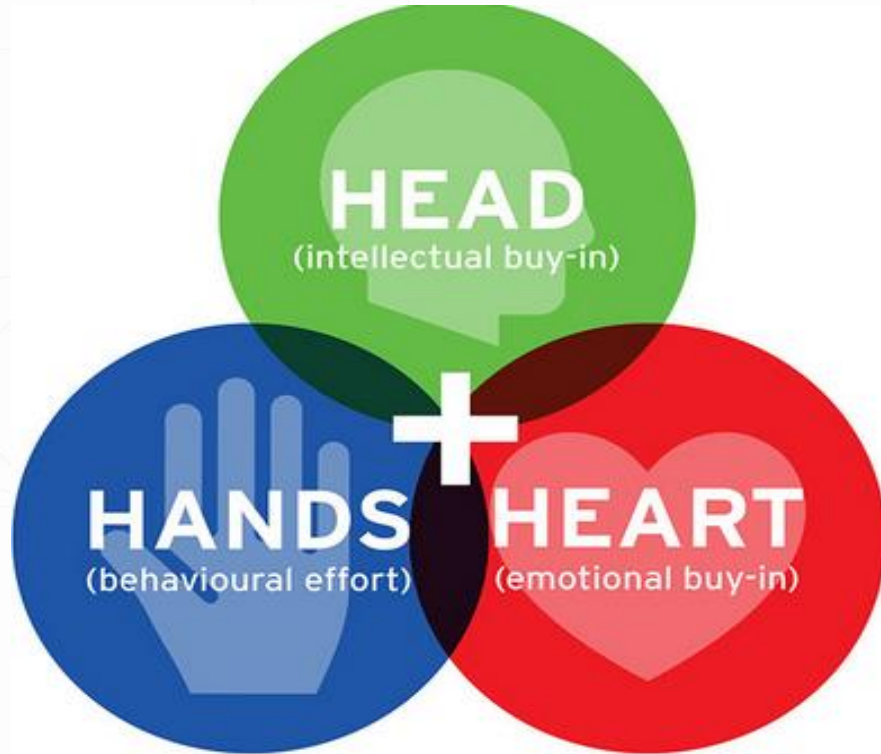
- 
- 
6. Simple, but not easy
  7. Just part of managing risk
  8. Compromise
  9. Understand what success is
  10. Take responsibility
- 



# Build the brand

Library is not a building/not a resource center

# Measure of success

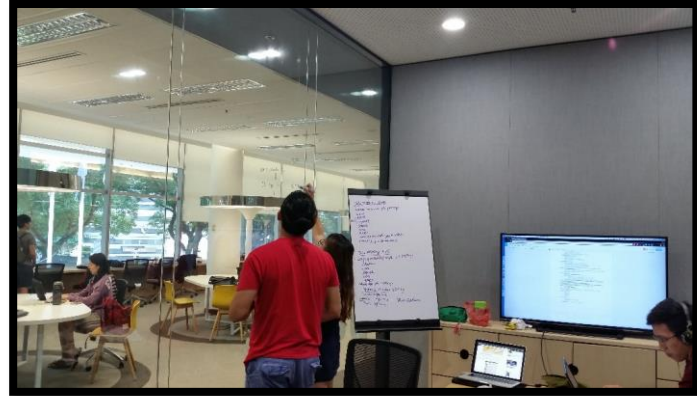


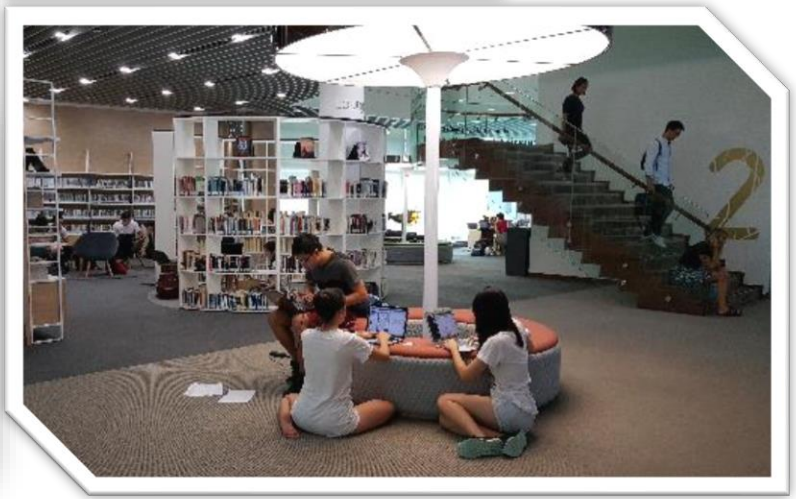
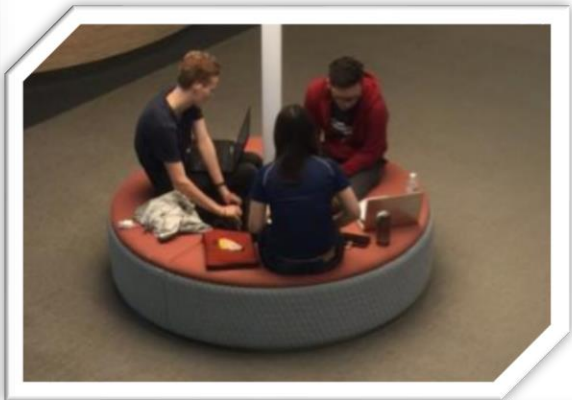
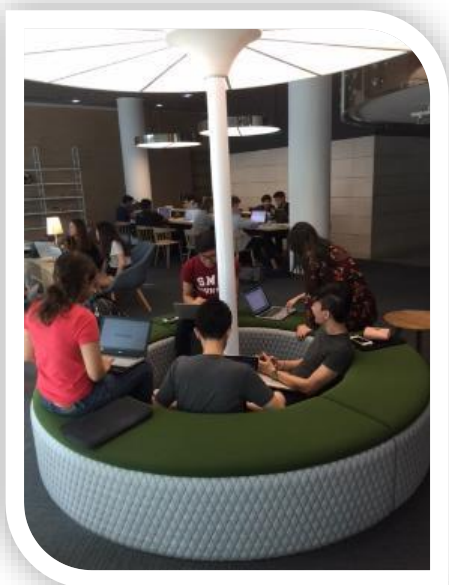
# Design centred relationship



**Are you where your students are ?**







# Quick Facts

- Over 1.3 million visitors in year 2019
- Open – 96 hpw during term time;  
Learning Commons – 24/7 hrs
- 2,300 seats and 10,700 sqm across  
2 libraries
- Physical and virtual learning  
environment
- 39 staff – 21 professional librarians



# Key Services

- **Research Librarians** for each School and Admin. Dept.
- **Orientation** for all new faculty
- **Research Consultations** for faculty and students
- **Research Skills Training**
- **Institutional Repository** for SMU research publications with IRIS as source system
- **Recommend Resources** for purchase
- **Reserve** collections for high use resources
- Special spaces for **graduate students**
- Assistance with **Copyright**





Faculty  
research  
productivity



Faculty  
teaching  
impact



Student  
experience  
& learning



Reputation/  
impact on  
community

*Innovation and Operational Excellence*

# Research Librarians for Schools



Rajen, Head, Learning and Information Services



Aaron, Accounting



Redzuan, Business



Hwee Ming, Business



Sumita, Business



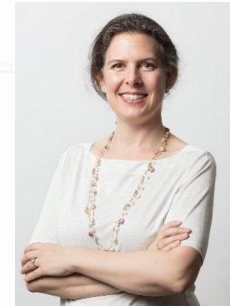
Melody, Economics



Yee Xin, Law



Wei, Information Systems



Rebecca, Social Sciences

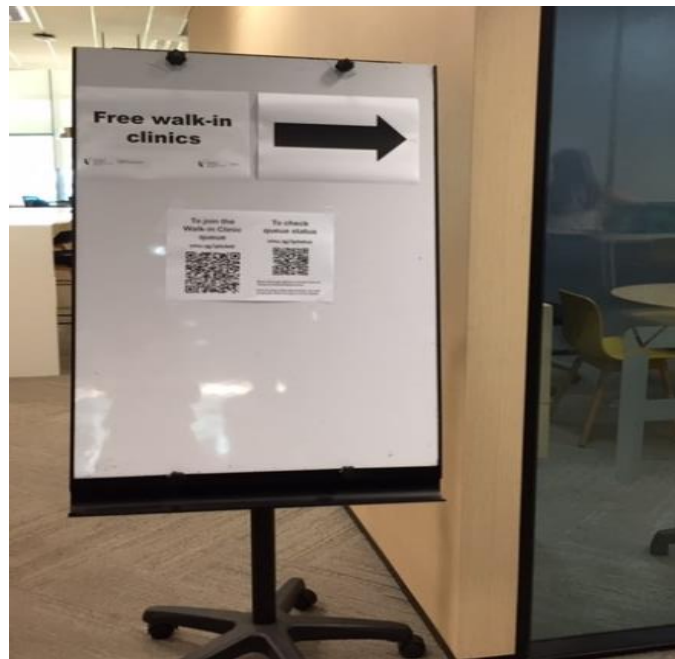
Contact us @ [library@smu.edu.sg](mailto:library@smu.edu.sg) for your research & information needs

# Research Librarians for Administrative Departments

- Centre for English Communication - [Mei Tan](#) & [Rajendra Munoo](#)
- Centre for Management Practice - [Sumita Govindan](#)
- Centre for Teaching Excellence - [Melody Chin](#)
- Dato' Kho Hui Meng Career Centre - [Sumita Govindan](#)
- Executive Development – [Rajendra Munoo](#)
- Integrated Information Technology - [Wei Xia](#)
- International Office - [Rebecca Maniates](#)
- Lien Centre for Social Innovation - [Rebecca Maniates](#)
- Office of Advancement and Alumni - [Shameem Maideen](#)
- Office of Business Improvement – [Shameem Maideen](#)
- Office of Campus Infrastructure and Services - [Melody Chin](#)
- Office of Corporate Communications & Marketing - [Sumita Govindan](#)
- Office of Dean of Students - [Redzuan Abdullah](#) & [Rajendra Munoo](#)
- Office of Finance - [Aaron Tay](#)
- Office of HR & Faculty Administration - [Rebecca Maniates](#)
- Office of Internal Audit - [Aaron Tay](#)
- Office of Investment - [Melody Chin](#)
- Office of Legal & General Affairs – [Chai Yee Xin](#)
- Office of Postgraduate Professional Programmes - [Rajendra Munoo](#)
- Office of Provost - [Yeo Pin Pin](#)
- Office of Registrar - [Rajendra Munoo](#)
- Office of Research & Tech Transfer - [Yeo Pin Pin](#)
- Office of Undergraduate Admission and Financial Assistance - [Rajendra Munoo](#)
- SMU Academy - [Rajendra Munoo](#)







# Business librarians @ Business School – Embedded Librarianship





**LIBRARY  
ANNUAL REPORT  
2018**



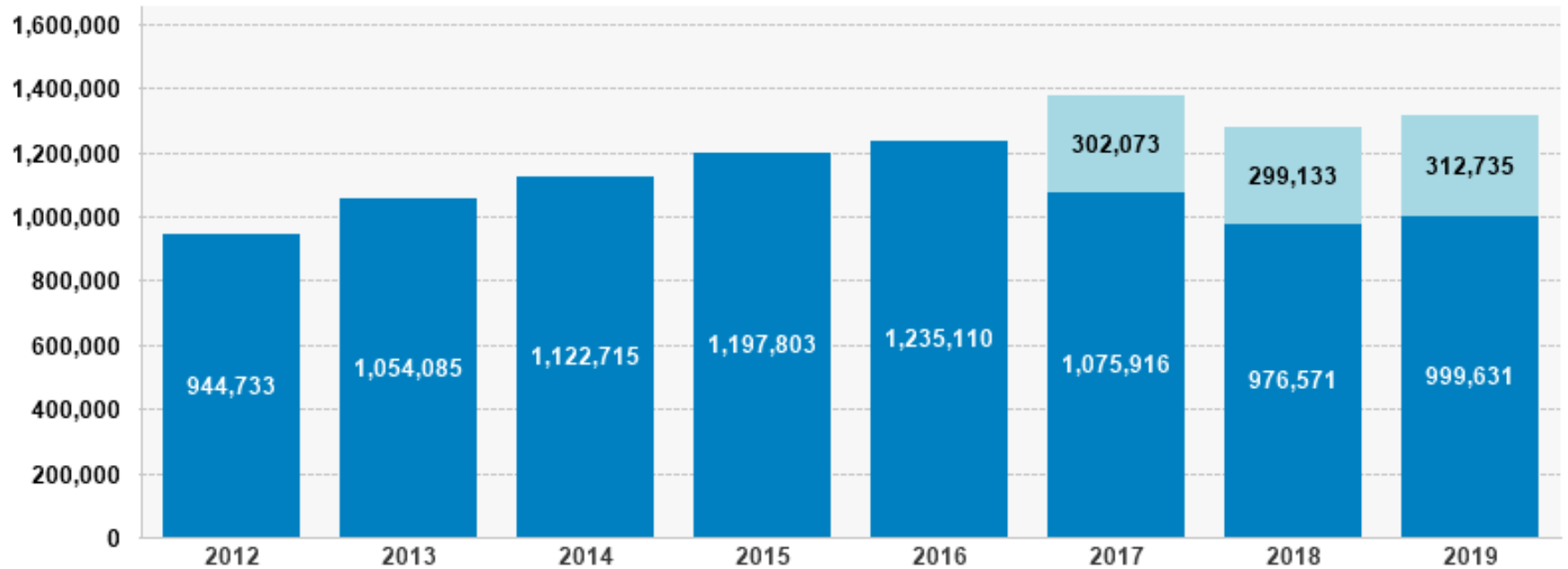
**SMU**  
SINGAPORE MANAGEMENT  
UNIVERSITY



**SMU**  
SINGAPORE MANAGEMENT  
UNIVERSITY

# Visitorship

Library Visitorship (People Counter)





## BREAKFAST WITH WSJ EDITORS

SMU Libraries and The Wall Street Journal  
cordially invite you to the inaugural

### **Breakfast with WSJ Editors**

**Date:** Wednesday, 18 September 2019

**Time:** 8:30 am – 10:30 am

**Venue:** SMU Libraries, Li Ka Shing Library, Level 2, The Hive

#### **Synopsis**

What does the rise of China and U.S.-China trade tensions mean for the rest of the world? Plus, what are the other major stories coming out of Asia?

**T R U M P B R  
E X I T A I T O  
K Y O M A R S C L  
I M A T E X I R E C E**

SMU Libraries and The Economist Intelligence Unit (EIU) invite you to a talk by  
Dr. Simon Baptist, EIU Global Chief Economist

### THE WORLD IN 2020

15 January 2020, Wednesday  
4:30pm – 5:30pm

Li Ka Shing Library, Quiet Area, Level 5

Join Simon and panellists as they discuss:

- The outlook for the global economy and prospects for ASEAN in 2020
- The key risks, how they might play out, and what these scenarios mean
- The impact on the business environment

*\*The first 20 registrants will get a free copy of "The World in 2020"*

[Click to register](#)

#### Programme

4:00 – 4:30 **Registration**

4:30 – 5:30 **The World in 2020**

Simon Baptist, Global Chief Economist, Managing Director,  
EIU, Asia

**Panel Discussion**

#### Panel Discussion

- **Simon Baptist**, Global Chief Economist, Managing Director, EIU, Asia
- **Gerry George**, Dean, Lee Kong Chian School of Business, Lee Kong Chian Chair Professor of Innovation and Entrepreneurship, SMU
- **Tan Swee Liang**, Associate Professor of Economics (Practice), School of Economics, SMU
- **Waqas Adenwala**, Asia Analyst, EIU

5:30 - 6:00 **Networking**

Brought to you by





The [Bite-Sized Library Workshops](#) are here again.

Join the Librarians and other campus partners such as, CEC, ODOS, and Faculty from 13<sup>th</sup> to 31<sup>st</sup> January to learn more about working with data, writing persuasively, digital literacy, research skills and many other topics!

[Sign up for your workshops today!](#)

#### DIGITAL LITERACY SKILLS

- [Data-Driven Technology-Enabled Business Innovation: From Research To Practice](#)  
*In an age where "data" is the new oil, how exactly could big data and data technologies drive business innovations? We will share in this talk some of the state-of-the-art applications and the underlying research foundation.*

#### WORKING WITH DATA & METRICS

- [Now You See It: Interactive Visualization for Data Discovery With Tableau](#)  
*Learn how to visualize data from library databases (e.g. CEIC, Realis) using software like Tableau.*
- [Manage Your Research Data](#)

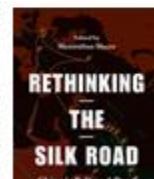


Dear SMU community

### How has the Belt and Road Initiative impacted global trade?

In 2013, the idea of a trade route connecting China with the rest of the world was proposed by Chinese President Xi Jinping. The initiative was estimated to involve over 68 countries (40% of the world's GDP) and 65% of the world's population. Since then, the potential promises and pitfalls of this initiative have been widely discussed and debated. Learn more about the Belt and Road Initiative by browsing the ebooks below!

Look Inside  Look Inside  Look Inside  Look Inside  Look Inside 





I would like to thank the library staff for collecting all these books and sending to the faculty/students as a one-stop resource collection. China's Belt and Road Initiative is a very important topic, it is tangential to my research but I am pretty sure many faculty will benefit from this collection.

It would be great to see more of these e-mail covering different topics.

Thank you!

Onur

Onur Boyabatli

Associate Professor of Operations Management

DBS Sustainability Fellow

# Oral History



CONCEPTUALISING  
& GROWING SMU



HOME

PEOPLE

TOPICS

TIMELINE




## CONCEPTUALISING & GROWING SMU

AN ORAL HISTORY

# Community Engagement

think...

Hey!  
This library is amazing!  
I just think that sometimes  
I could do with more of the  
3 hour books being available  
for longer lending? I understand  
if that isn't possible.  
P.S: The casual reading  section is  
amazing.

Tell us what YOU Think

- What do we do well?
  - What can we improve?
    - What can we do for you?

YOUR feedback:

Project Room 4.2 always  
has a weird sound.  
Please check it.  
Thank you

Tell us what YOU Think

- What do we do well?
  - What can we improve?
    - What can we do for you?

YOUR feedback:

THANK YOU FOR  
PROVIDING HOME  
TO HUNDREDS  
IN STRESS!



# Library staff

- We are all Ambassadors
- We are all heroes
- We are all frontline
- Love your **community**, not your product
- Focus on the **community**, not on ourselves or our products



**One size does not fit all**

# References

- Harland, F et al. *Ensuring the academic library's relevance to stakeholders: the role of the library director. The Journal of Academic Librarianship* 43 (2017) 397–408 <http://lj.libraryjournal.com/2016/03/featured/top-skills-for-tomorrows-librarians-careers-2016/#>
- Lankes, David (2014). 'The Bad, the Good and the Great'.  
[//quartz.syr.edu/rdlankes/Presentations/2014/Wisc-Lankes.pdf](http://quartz.syr.edu/rdlankes/Presentations/2014/Wisc-Lankes.pdf)
- Stakeholder Engagement – Meaning, Definition & Strategies  
<https://youmatter.world/en/definition/stakeholder-engagement-meaning-definition-and-strategies/>

**THANK YOU**