Tilburg University

Reorganizing the library for the future

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TILBURG ◆ UNIVERSITY

Reorganizing the Library for the Future

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Overview

- Challenges for Libraries
- Why one integrated service?
- Goals of new service organisation
- The process
- Organisation
- Staff changes and personnel development
- Towards a more user oriented organisation
- Innovations
- Evaluation and Conclusions

Challenge for Libraries

- Major challenge: How to realize a firm integration of the digital information with the working environment of students, teachers and researchers, i.e. with the digital learning environment (e-learning) and with new and collaborative research (e-research)

- This requires a fundamental change of libraries: organisation, staff skills, culture, attitude

Library and IT Centres

- The challenges for libraries and Computer Centres are basically the same
- Libraries cannot function without an optimal and ubiquitous presence of state-of-the-art Information Technology
- E-learning and E-research not areas for competition but for collaboration
- The library needs the Computer Centre (tools), the Computer Centre needs the library (content)

Integration or Cooperation

- University users benefit from a good and fruitful co-operation between Library and IT Centre. Without cooperation: waste of resources, conflicts, inefficiency

- Only a minority of universities have a history or a plan for integration

- It depends very much on the situation in the parent institution and it depends on people

- Integration is NOT A MUST, but cooperation is !

Tilburg: One director for two services

Since 2004 one director who was managing two service departments: the library and the computer centre

Library & IT Services

University policy

- To integrate Library, IT Services and the Media Centre in one Department as from 1 January 2007

- Initiated by the senior managers of the three service departments and the University Board

Did we have any doubts?
Was there any opposition?

- Any change brings about uncertainty
- "Will the library keep its identity?"
- "Our cultures are different"
- "Integration could be used as an argument for staff reduction"

What is the difference in culture? The Library

- A user friendly attitude

- Still rather conservative as an organisation

- Rather internally focused

- Many working parties and groups

- Time consuming and complicated decision making process

- But awareness that change is needed

What is the difference in culture?
The Computing Centre

- Not very demand driven, but IT driven
- Organisation of professionals and specialists
- Creative, innovative, independent
- High level of responsibility
- Strong focus on finding solutions for problems
- No (long) meetings, it should be functional

Bringing the two together

- A clash of cultures

- or

- A strong mix of skills, styles and opportunities

Library & IT Services

Mission and Vision of the new Service Department

- Our mission is to provide state-of-the-art information, communication and IT services in support of teaching, learning and research

- Our Vision is to be Partner in Teaching, Learning and Research

Most important goals of
the new service department

- Close relationship with the faculties

- A more user driven organisation

- Integrated support of teaching and learning with an emphasis on e-learning

- Integrated support of research with an emphasis on e-research

- One User Help Desk

Phases in the process

- Consultations of deans and other stakeholders
- Various working groups
- draft Strategic Plan: Policy, Organisation, Staff Development, Personnel Plan
- Consultations and meeting
- Approval by all committees
- Final decision by University Board
- Implementation
- Evaluation

Changes in the Organisation

LIBRARY	IT SERVICES
User Service	**IT Help Desk**
Collection Management	Academic Support
Faculty Support/Information services	AV Media Services
Digital Services	Databases
Supp. Staff	**Unix**
	Office Automation
	Networking and Telecom
	Supp. Staff

New Organisation

- **Library Service Desk**
- **IT&AV Service Desk**
- **Teaching and Learning Support**
- **Research Support**
- **Collection Management**

- Supporting Staff
- One Management Team

- **Unix**
- **IT Development**
- **Office Automation**
- **Networks and Telephony**
- **Application and Services Management**

Staff Development Plan

- Detailed description of changes from old situation with FTE's to new situation
- Various functions were cancelled
- New functions with requirements and competences were defined

Staff Development Plan 2007 - 2010

	2007	*2010*
Core Business	84.70	85.40
New priorities	9.40	-----
External funding	27.05	27.25
Total	**121.15**	**112.65**

In 2010: new priorities should have become core business or abandoned

Various positions were skipped

- 2 – 3 fte information specialists
- 2 fte Library Service Desk
- Head of Digital Services
- Manager IT Front Office
- Deputy Librarian
- Head of IT Communication
- 2 fte Academic Support (IT training)
- 2 fte PC Shop

Most important new positions

- Research Data Librarians (from 1 fte in 2007 >> 2 fte in 2009)
- Coordinator Institutional Repositories
- Project Coordinator
- Innovation Manager
- Implementation Manager (new services)
- An extra Communication Officer
- Controller

Even more important:
tasks of people changed

- Teaching and Learning Support
- Research Support

These teams are key for success of the new organisation

Personnel Plan

- Positions were filled in top-down
- Director was appointed by University Board
- He appointed his management team
- MT appointed team leaders
- Discussions with all staff about their position in new organisation
- Team leaders selected team members and made proposals to fill in positions
- Final decision by Director

Personnel Consequences

- Vast majority could have position in new organisation

- In past 3 years: about 10 people left the organisation

- Only two people were forced to leave

- Planning ahead gives a clear perspective and space for manoeuvring

Moving House

- Immediately after the creation of new teams and the appointment of staff in new positions we started a removal process

- Staff working in a team should be housed together, in same building, one same floor

- Appr. 50 people moved to a new office

Time Schedule

- 2005: start with one management team for two departments
- 2005: Faculty consultations about future plans,general staff meetings
- Nov. 2005 – March 2006: Development of strategy, staff development plan, personnel plan
- March – July 2006: Staff meetings, Consultations, Committees, Boards
- July 2006: Decision University Board
- August 2006: all staff positions filled in
- October 2006: Removal
- January 2007: Official start of new organisation

Implementation Plan

- Detailed SMART implementation plan
- Weekly updated
- Transfer of tasks from old teams to new teams
- Development of a catalogue of products and services
- Definition of functional management, application management and technical management
- Portfolio of projects
- Teams had to make team plans
- Communication plan
- Educational plan
- Training Programme to move towards a user oriented organisation
- User Surveys, Benchmarking, Performance Measurement

Training Programma

- Move from a supply driven organisation towards a more user oriented organisation is a complicated process
- Training is one tool to be used
- Course of 6 days: Towards a user oriented organisation
- All 150 staff had and have to participate
- Mixed groups, at a later stage groups based on the new teams
- Dedicated programme for team managers
- >>> Shared values
- >>> Awareness that change is needed

Training programme was criticized by team leaders and staff

- "The communication about this programme was not good"
- "We don't have time for this"
- "We don't like the trainers"
- "There is nothing wrong with our user orientation"
- "We are working already like this for years"
- "We don't work with end users, so we don't need this"
- "We don't want to have mixed teams",

We adapted the programme, but we decided to continue

What means "User Orientation" for us?

- **Every staff member working with Library and IT services knows the needs and demands of his/her cusomers and shows this in his/her daily work.**

  We are aware that this will be a process that will take time, but we are making progress.

Values

- Professionality
- Creativity
- Commitment
- Cooperation
- Respect
- Responsibility
- Integrity
- Reliability

Competences

- User orientation
- Loyalty
- Initiative
- Cooperation
- Adaptability
- Planning and Organisation
- Inventiveness
- Effectiveness
- Listening

Team Plan for Research Support

- Provide access to scholarly information
- Renew collection development
- Management of and Access to research data
- Further development of personalized services
- Dedicated support to various research centers (specific portals)
- Support collaborative research
- Support creation of open access journals
- Enhance Institutional repository at TU

Mission of Team
Teaching and Learning Support

- This team supports colleges and students in achieving their goals and qualifications by realizing adequate and innovative use of information resources, learning environments, IT and AV media

Goals of Team Teaching and Learning Support

- See that services are fit to support the teaching and learning process
- Management and Support of Electronic Learning Environment (Blackboard)
- Collection development: E-learning content, datasets, multimedia resources
- Initiate and implement new state-of-the-art learning environments and services
- Support departments, teachers and students in optimal and innovative use of IT and Library services in educational process
- Develop and Provide Information literacy courses

Our Innovation Agenda for 2007

- Launch of state-of-the-art Portal for Students with SSO
- Start of 3 major E-learning projects in cooperation with 3 departments (Law, Social Sciences and Arts)
- Selection and implementation of new Search Engine
- To develop a Vision for Library Systems in the future
- Outsourcing of major IT systems
- Start of new EC project: Network of European Economists Online

Network of European Economists Online (NEEO project)

- To establish a portal with full-text research publications and primary data output of 500 top researchers in economics and the recent economics publications of the 16 partner institutions (Institutional Repositories)

- This content will be complemented by other open access economics output

- Based on Nereus network (Tilburg, LSE, Oxford, Sciences Po Paris, Carlos III Madrid, and others..)

Innovation plan for 2008 - 2009

- Comprehensive University policy re. Research Data
- Facilitating Collaborative Research
- Facilitating Open Access journals
- Implementation/Outsourcing new Library Systems
- One Help Desk for library and IT questions
- New staff reorganisation plan
- Renovating the Library Building

Renovating the Library of the Future: Our plans

- The Library as a place will serve primarily the students
- Researchers will be served primarily electronically: virtual information environment
- Level 0: storage and heritage collections
- Level I: help desk and e-learning spaces
- Level II: modern research library

Lessons Learned

- The messages to staff should be very clear and honest
- Be open on why, what, how and when
- Give staff full opportunities to express their views, listen to their ideas and answer questions
- Communication is never sufficient
- It does not work without the full support of senior managers of the university
- Managers of Library and IT Services should trust each other
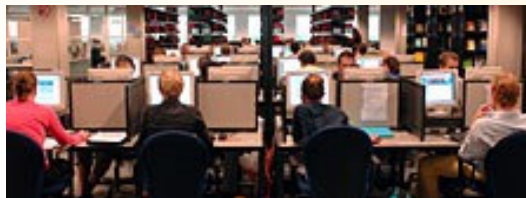
What could have been done better?

- **The process was very labour intensive**. We did everything ourselves
  <> We could have hired a change manager
- **Communication? Never enough!**
  <> More informal meetings of all staff + Better dissemination of in depth information on the tasks of the various old teams
- **Staff changes sufficient?**
  <> We could have initiated a more profound change involving more staff (Tools? Risks?)

Developments and Challenges for the near future?

- Decline of traditional library functions: e.g.acquisition and cataloguing of books
- Self service will become more important
- From systems and services oriented approach towards user oriented approach (e.g. Google)
- Library staff should try to make the life of researchers, teachers and students simpler and the quality of their work better

Conclusions I

- You should know where to go to
- Look at your business from the users' point of view
- Library should be more connected with teaching, learning and research than ever before. Library not only as provider of information services, but also as facilitator, partner, teacher in information literacy, connector
- Various ways to do it, depending on the situation in your own institution

Conclusions II

- Combine some of the traditional strengths of librarianship with new skills, expertises, academic experiences
- Staff development plan is required including performance measurement, education, mobility, etc.
- Frequent user evaluations, assessments and benchmarking studies are needed
- Prepare for a time of continuous change
- But be optimistic!

Thank you!

- Questions ?

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