

Singapore Management University

## Institutional Knowledge at Singapore Management University

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Research Collection Library

SMU Libraries

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4-2019

### The Future is a Moving Goal Post: Change Management in Academic Libraries

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# Future is a moving goal post: Academic libraries and change

**Gulcin Cribb**  
**University Librarian**  
**Singapore Management University**



# Change



Constant



Inevitable



Journey



Transformational



For the  
long-term



Communication

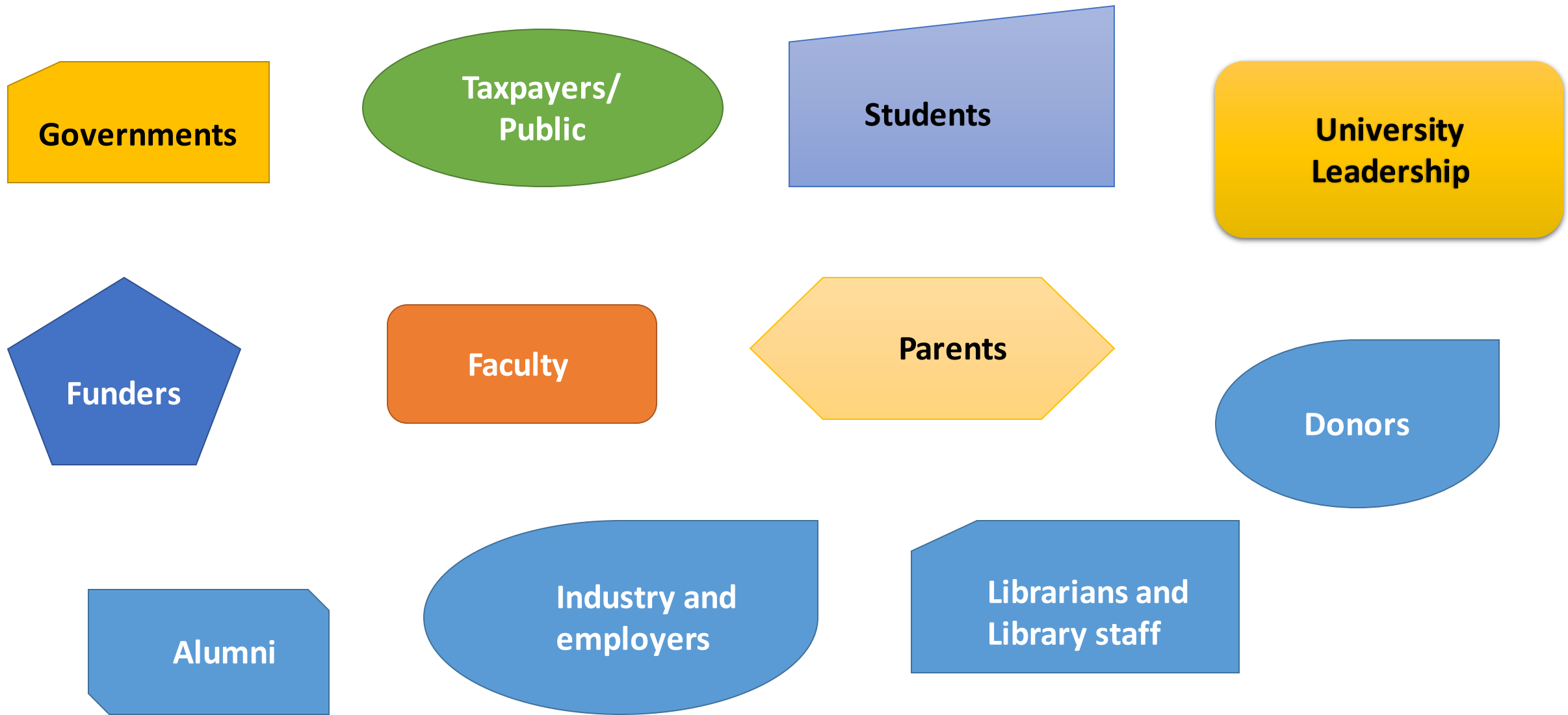
**Tsunami of Information**

**Attention Economy**

**Fake News – Alt-Facts – Post-truth**

**Experience Economy**

**Multi-generational stakeholders,  
esp. the workforce**



**External Environment - Expectations**

# What else is changing?

- **Competition** amongst higher education providers to attract and retain high quality students, faculty and research grants, other kinds of funding and support – (e.g. University Rankings)
- Technology
- Teaching and Learning
  - Faculty as facilitators, as opposed to be sources of knowledge
  - Flexible and independent learning
- Learning Spaces
- Anywhere and anytime
- Just-in-case and Just-for-me with **High Touch**

# Demographics

**Students**

**Faculty**

**Staff**

**Public**

**Baby Boomers**

**Gen-X**

**Gen Y**

**Gen Z**

**Diversity (i.e. race, religion, culture, ability ....)**

# Changing role of Libraries and Librarians

- Value Proposition to the parent organisation
- Sophisticated use of data and networks
  - Access and use
  - Analytics
  - Reporting and story telling
- Culture of Assessment -Evaluation and assessment
- Engagement – systematic and focused with **IMPACT**
- Collaboration with multiple partners with **IMPACT**



***“The reason librarianship has existed in one form or another for 4 millennia is because it has changed to implement long held principles in light of the changing realities of those that the library serves”***

***David Lankes***

# SMU in a glance

#11

among specialist universities worldwide

9,623

undergrad and postgrad students\*

357

globally diverse faculty\*\*



School of Accountancy



Lee Kong Chian School of Business



School of Economics



School of Social Sciences



School of Law



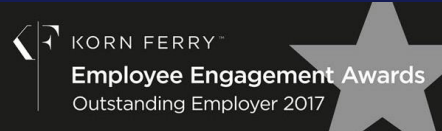
School of Information Systems



Rated 5 Stars  
by Quacquarelli  
Symonds (QS)  
World University  
Rankings (WUR)



Ashoka U  
Changemaker  
Campus



Korn Ferry Employee  
Engagement Award



# SMU Libraries





# Quick facts: SMU Libraries

- Over 462,000 books (Over 400,000 e-books)
- Access to 80,000+ e-journals
- 170+ electronic databases
- More than 2.8 million downloads from institutional repository
- Over 1.27 million visitors in 2018
- 38 staff: 23 professional librarians



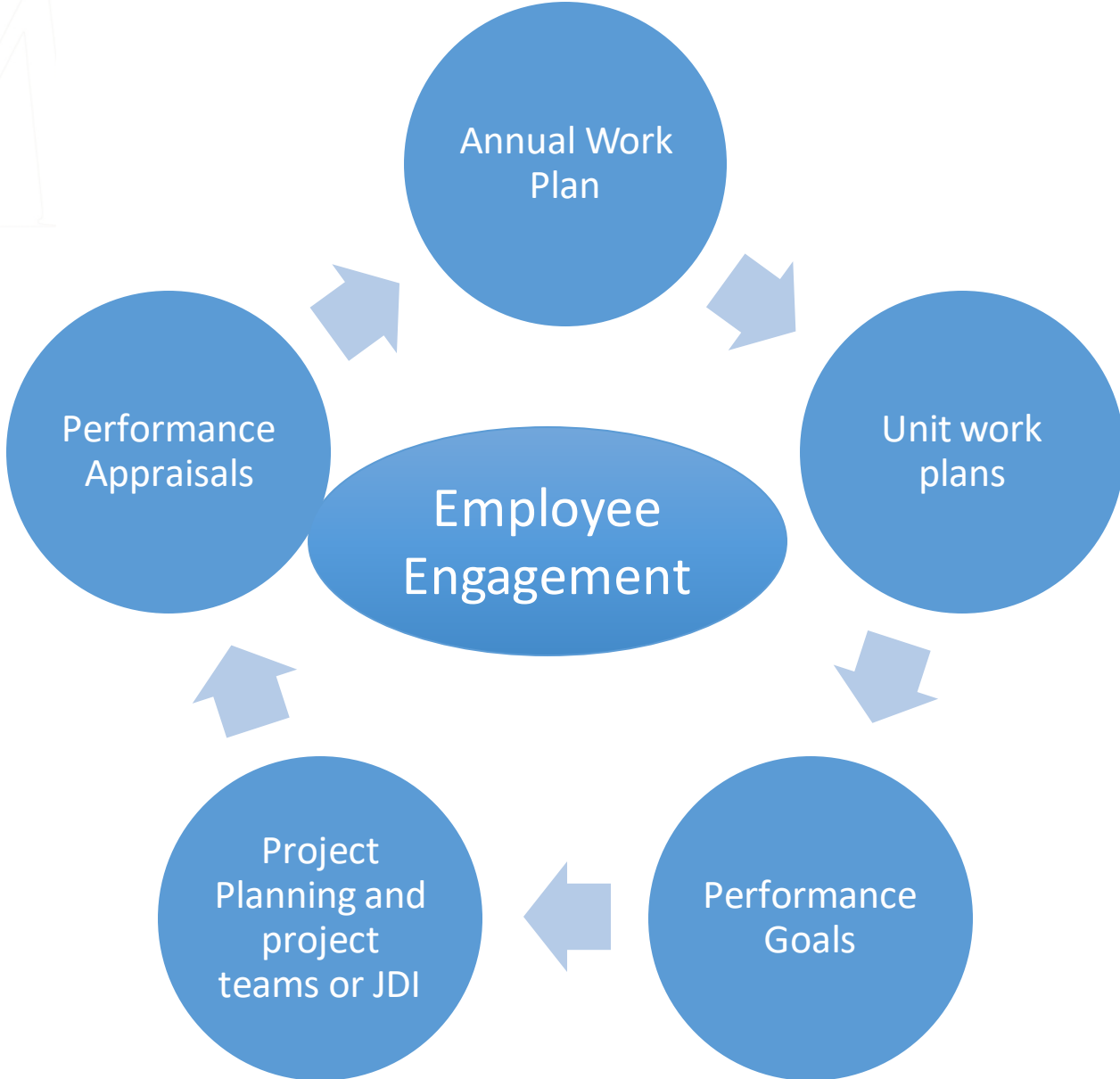
# Alignment with the Strategic Vision of the University



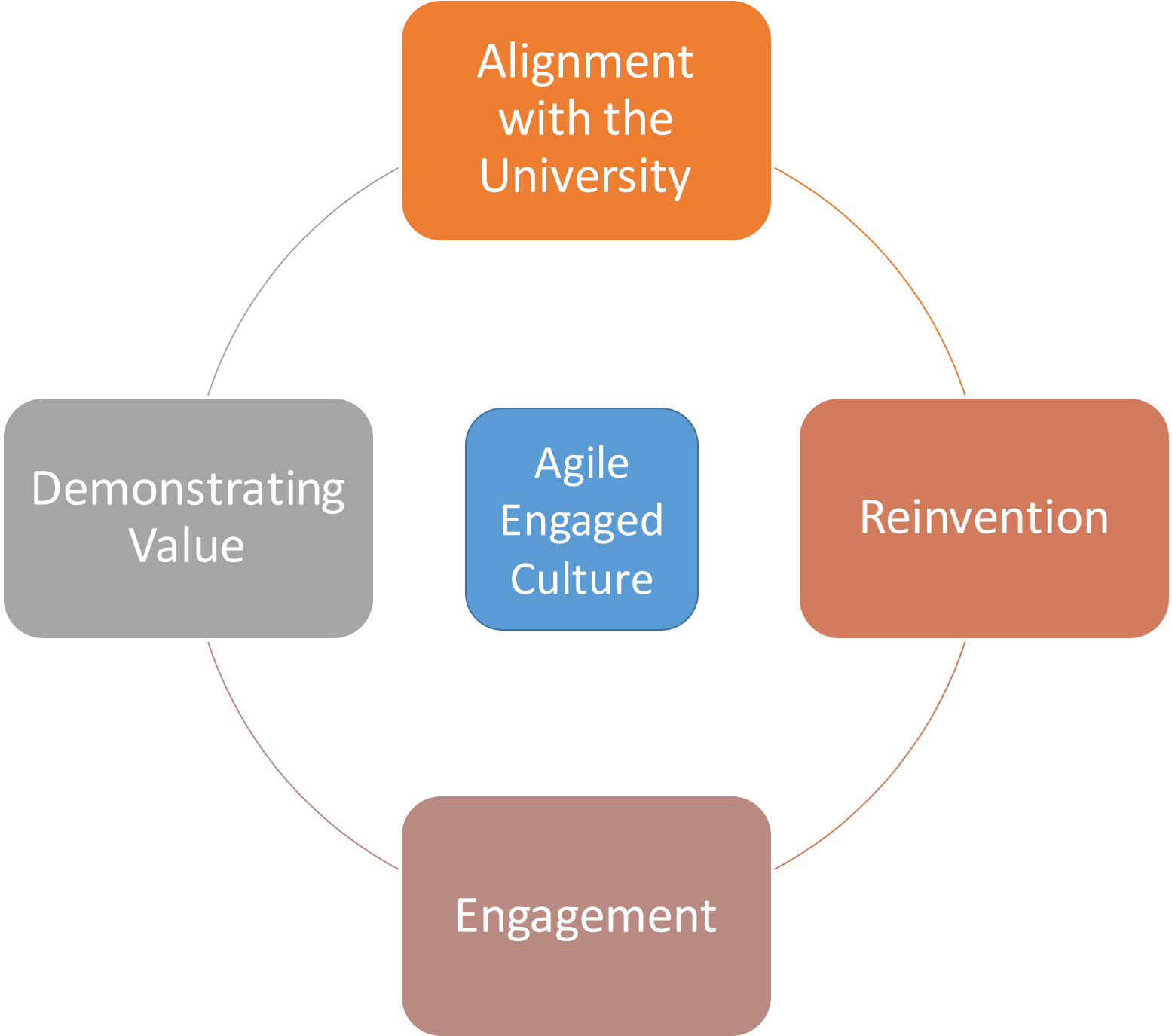
**Alignment with SMU's goals, objectives and priorities**



Learning and Development







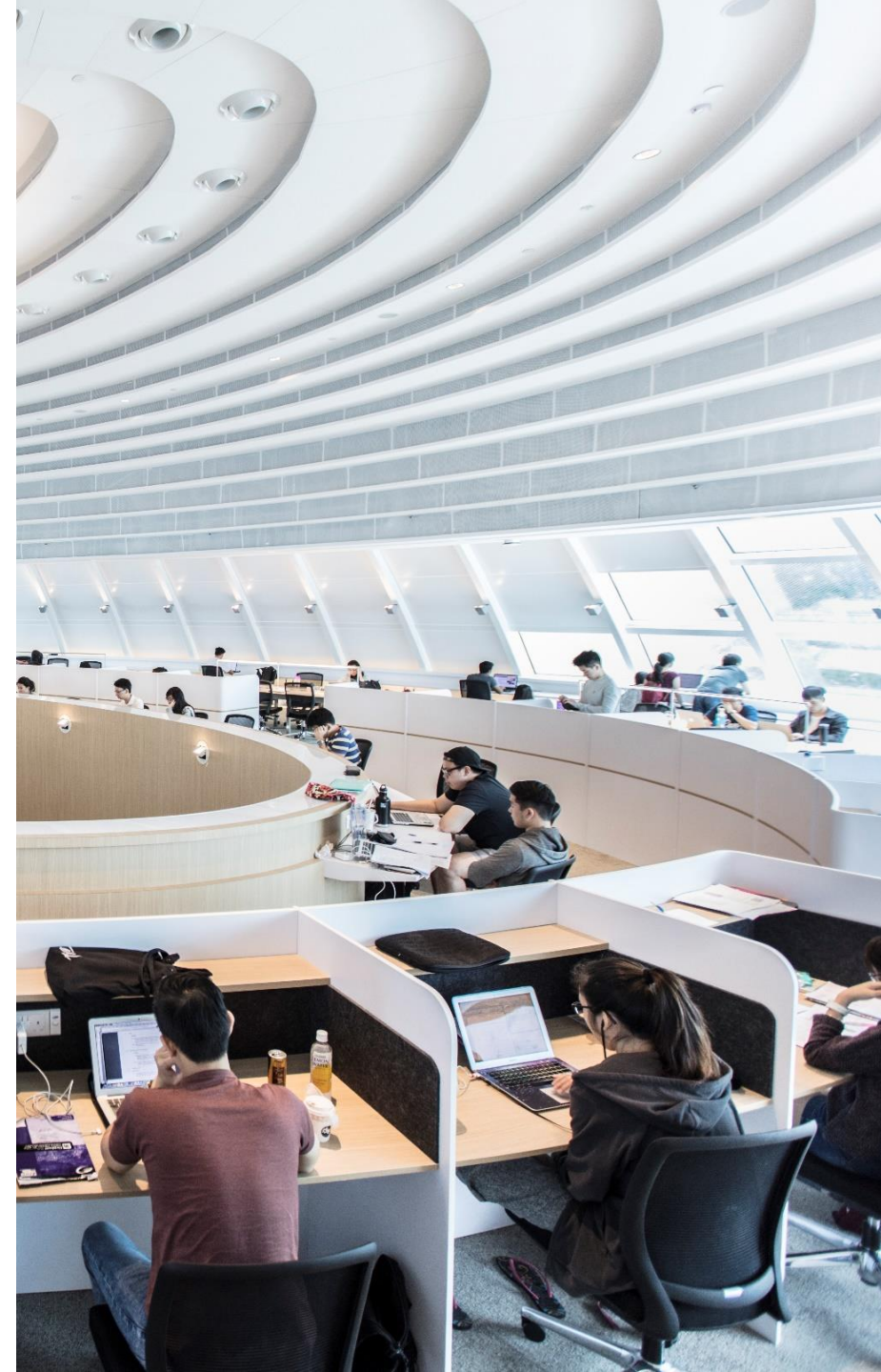
# Many frameworks

- Kotter's Eight Stages of Change
- Agile Management (5 ways, peripheral vision....)
- Balanced Score Card ( 4 perspectives, financial, customer.....)
- Lean Six Sigma
- Project Management

**Contextual**

# Student learning / experience

- Expertise
  - Collaboration with faculty re curriculum
  - Information literacy, ethical and legal uses of information
- Resources
  - Reading List Management System
  - Seamless, integrated to students' and faculty's workflows
- Learning Spaces
  - Conducive, welcoming, flexible
  - 24/7 Learning Commons
  - Accessible facilities, technologies, resources



# Faculty research / Teaching impact / productivity

- Research support
  - Research consultations
  - Research publications (CRIS, repository, archiving)
  - Citation analysis and reporting
  - Research Data management
  - One-on-one and/or group training
  - Benchmarking analysis
  - Resources (databases etc.) and vendor negotiations
- Teaching
  - Information literacy
  - Partnership in teaching
  - Copyright, IP, plagiarism
  - Resources for classes
  - Consultations
  - Joint projects for classes and curriculum





# Research Librarians for Schools



Jiaxin, Business



Sumita, Business



Rajen, Business



Yee Xin, Law



Rebecca,  
Social Sciences



Melody, Economics



Wei, Information  
Systems



Aaron, Accounting



Yuyun,  
Information Services

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

# Business librarians @ Business School



Business librarian:

“ Hey Prof, good to put a name to a face. We’ve been communicating through emails before. ”

Business faculty:

“ Good. Now that I see you, I have something to consult you with..... ”

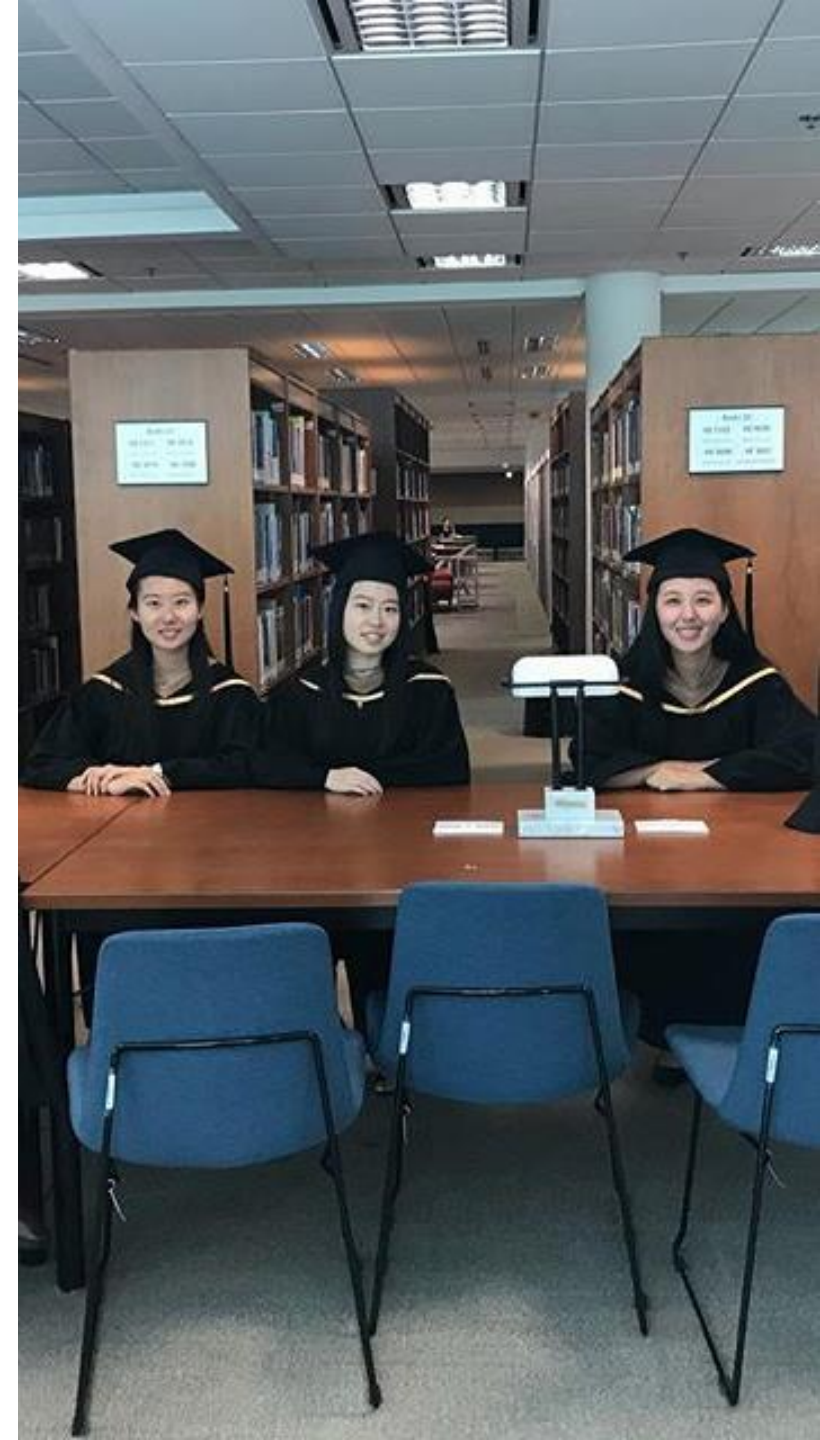


# Community (reputation, brand, impact)

- Rankings
- Accreditation
- Impact on society
- Open Access (InK nearly 3 million downloads)
- Alumni
- Community service – services to external community, conferences, events
- Donors
- Local, Regional and International alliances – other universities, publishers, vendors, associations

# How do we connect the stories?

- Learning Spaces – repurposing
- Partnering with faculty in:
  - Research
  - Teaching & learning
- Digital Innovation
  - Library as testbed for research
- Senior Management and other stakeholders
  - Collaborative projects
  - Value and impact demonstration







Fast Food  
\$3.00  
Chicken's Life





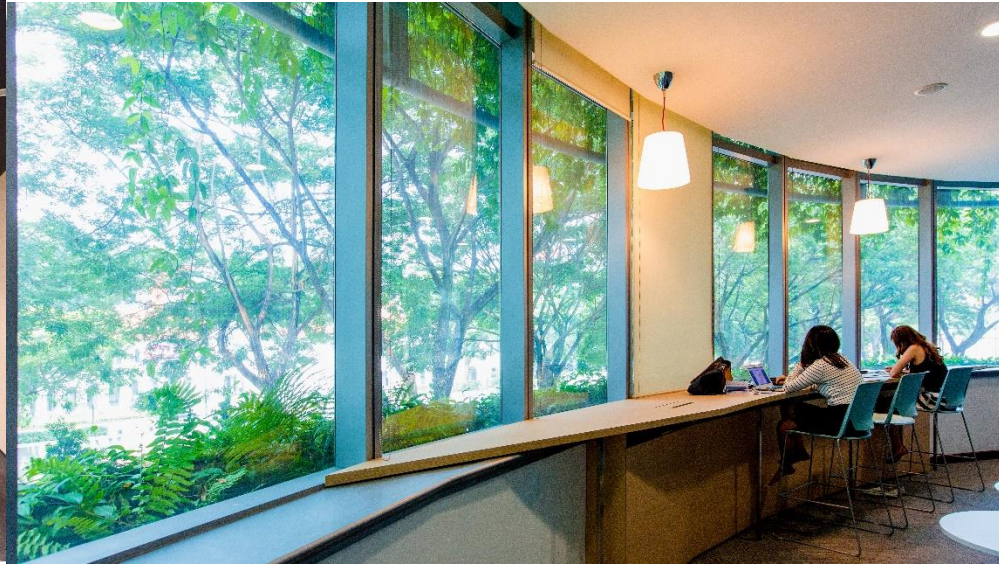




# Learning spaces @ SMU Libraries



**Learning Commons**



**Reflective Corner**



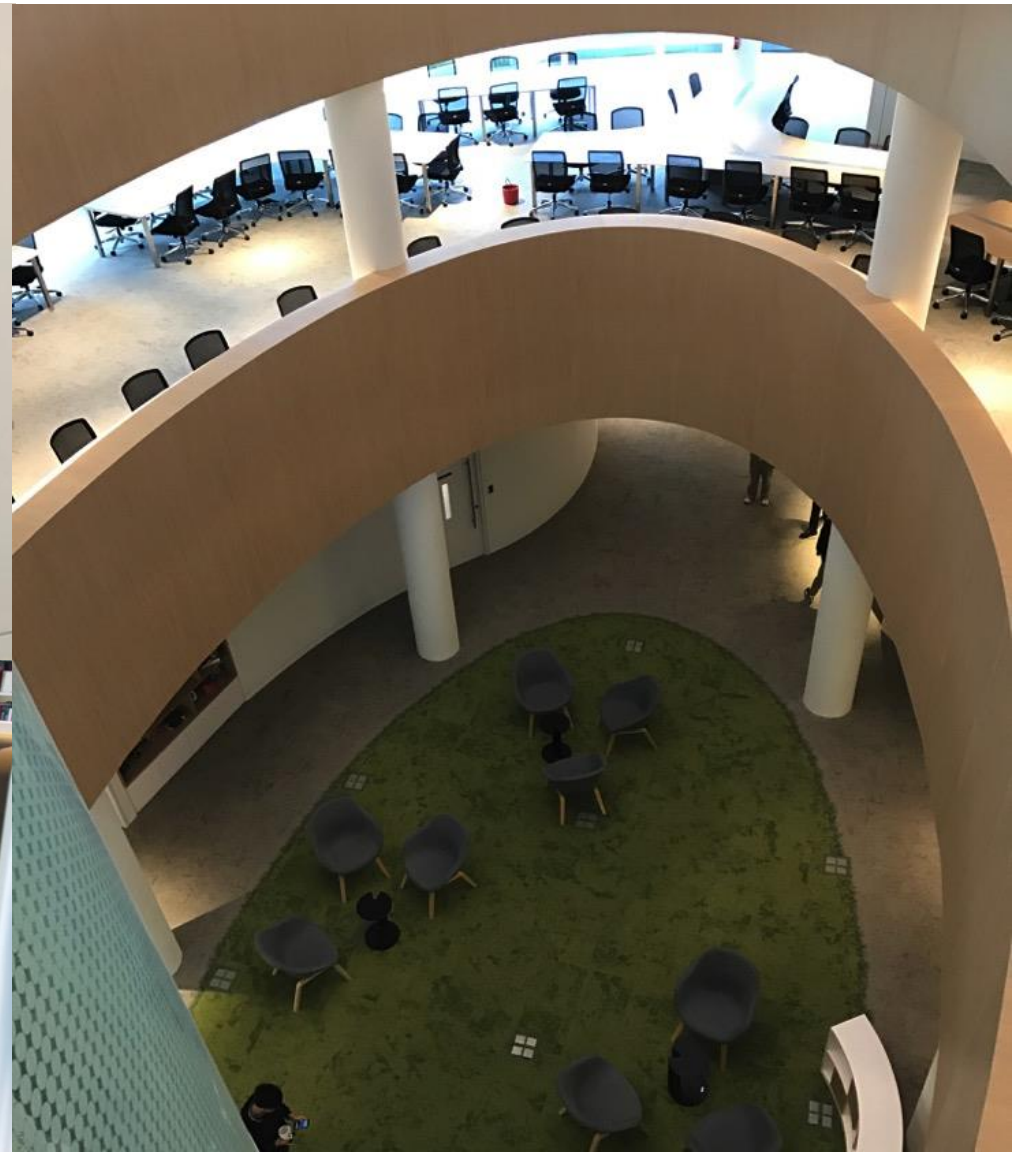
**Hive**



***Flexible use of space***







# TOP SKILLS FOR TOMORROW'S LIBRARIANS CAREERS 2016

- Advocacy/Politics
- Collaboration
- Communication/People Skills
- Creativity/Innovation
- Critical Thinking
- Data Analysis
- Flexibility
- Leadership
- Marketing
- Project Management
- Technological Expertise
- *Entrepreneurship*

# ADAPT

- **A**nticipate
- **D**rive
- **A**ccelerate
- **P**artner
- **T**rust



Change is the end result  
of all true learning.

~ Leo Buscaglia

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