Transforming Libraries for Sustainability:

Issues and Challenges

Amir Hussain Md. Ishak
Ketua Pustakawan
Universiti Putra Malaysia
Sustainability:

- is the capacity to endure
- *kebolehan untuk bertahan*
Sustainability

• as “the capacity to endure”
• the policies we write, the customer service expectations we have of our staff, the technology we deploy, the messages we send, all can contribute to having a sustainable library.
Trends affecting libraries

• communication systems are continually changing the way people access information
• technologies commonly used today will be replaced by something new
• ultimate small particle for storage - coming soon
• demand for global information is growing exponentially
• libraries will transition from a center of information to a center of culture
Evolution of Sound Recording
Ebooks Platform

Web Base

iBook

Kindle

Bundle, Mobi, .epub, pdf
Rapid growth of information

- The number of songs available on iTunes – over 3.5 million.
- The number of books on Amazon – over 4 million.
- The number of blogs available online – over 60 million.
- The number of entries on Wikipedia – over 4 million.
- The number of user accounts on MySpace – over 100 million.
- The number of videos on YouTube – over 6.1 million.
http://www.domo.com/blog/2013/05/the-physical-size-of-big-data/
New Generation of Library User
The Great Divide ca. 2012

Digital Immigrants
- Passive
- Serious
- Ordered
- Prolonged
- Focused
- Individual
- Education

Digital Natives
- Active
- Fun
- Random Access
- Instant
- Multi-tasking
- Networked
- Life
Net Geners and Library Services: A Disconnect

They like
- Multimedia environments
- Figuring things out for themselves
- Working in groups
- Multitasking
- Learning directly related to courses

We offer
- Text-based environments
- Systems that require prior understanding (or librarian help)
- Services for individual use
- Focus, logical sequence
- Catalogs, databases, subject guides and pathfinders

Joan Lippincott, Coalition for Networked Information. In Educating the Net Generation

January 2012  Duquesne Gumberg Library
Internet altered reading/research habits

- quick scans short passages
- “skimming activity”
- “power browse”

“hopping from one source to another and rarely returning to any source they’d already visited”

What do students think of libraries?

A college student’s vision for the academic library

November 7, 2006 6:03 am  jrettig  academic libraries

My daughter, a junior in college, sent me this IM exchange she and a friend had recently:

chiquitachik: how are you?
funnyblonde: good
funnyblonde: you
chiquitachik: good
funnyblonde: goodo!
funnyblonde: how was your day?
funnyblonde: eventful?
chiquitachik: not really
funnyblonde: yeah me neither
funnyblonde: the library was boring
chiquitachik: libraries usually are
funnyblonde: yeah such a shame
funnyblonde: they should put a circus in it
chiquitachik: HAHAHAHA
funnyblonde: that [would] make me want to go a lot more
Declining Frequency of Library Visits

Frequency of Library Visits by Group and Mode, 1998–2010 (% who visit weekly or more often).

Search Site Choice

Where Do You Begin a Search for Information on a Topic? (2005)

Starting an Information Search

<table>
<thead>
<tr>
<th>Percent</th>
<th>Search engine</th>
<th>Library Web site</th>
</tr>
</thead>
<tbody>
<tr>
<td>89</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Where Search Begins

College Students’ Perceptions of Libraries and Information Resources: a Report to the OCLC Membership: [http://www.oclc.org/reports/perceptionscollege.htm](http://www.oclc.org/reports/perceptionscollege.htm)
Today's library users

- are accessing and using information very differently
- are “savvy” and demanding
- use the internet more than they watch television
- expect integration of digital content
- use portable devices to access information
- multi-task and use media simultaneously
- think they can find all knowledge via Google/Wikipedia
Future of Libraries
Four different library futures:

1. Failing library;
2. Conventional library;
3. Techno centrist library and
4. Transformational library.
Key characteristics of the **Failing Library** are:

- **weak leadership** - lacking vision and sustainability thinking;
- **failure to innovate** - using latest information and computer technology;
- traditional functions are absorbed or acquired by other institutional units;
- control over library future has shifted to other administrators;
- collaboration with other libraries is virtually nonexistent;
- fallen victim to “everything is on the Internet” syndrome.
Key characteristics of the **Conventional Library** are:

- retains strong value culture;
- slow adaptation of technology;
- weak vision of future and direction library must take for sustainability;
- tries to be all things to all people;
- lacks service focus;
- aims for homogenization rather than diversity;
- weak consortia links.
Key characteristics of the Technocentrist Library are:

- weak and disappearing value culture;
- technology perceived as solution to problems and link to future;
- human element critical to traditional services is de-emphasized;
- staff is alienated, overwhelmed and frustrated by fast technological change;
- strong vision of future.
Key characteristics of the Transformational Library are:

• guiding philosophy states present actions must sustain library futurity;
• emphasizes value climate and value culture internally and externally;
• embraces technology but allows staff to adapt to and master it;
• internal and external collaborative efforts are vital to organization;
• vision of future is library as evolving, permutable organization.
Figure 2. Matrix of Four Scenarios for Sustainable Development

High Retention of Values

Conventional Library

Weak Eco-Framework

Failing Library

Low Retention of Values

Transformational Library

Strong Eco-Framework

Technocentrist Library

Bell, Steven J. Using the Scenario Approach for Achieving Sustainable Development in Academic Libraries. ACRL Ninth National Conference, April 8–11, 1999, Detroit, Michigan
Libraries Must Evolve & Change With Time

Change is necessary

- Less money to support the library
- Search starts elsewhere; many substitutes for what the library offers
- Of what does get used:
  - Seemingly unquenchable demand for e-resources
  - Physical collections rarely used
  - Use of traditional collection-based services in decline (the catalog, reference services)
- Traditional academic library service model is less relevant every day and has a dim future
Academic Library Autopsy Report, 2050
by Brian T. Sullivan

1. Book collections became obsolete
2. Library instruction was no longer necessary
3. Information literacy was fully integrated into the curriculum
4. Libraries and librarians were subsumed by information-technology departments
5. Reference services disappeared
6. Economics trumped quality

Michael Habib’s Library 2.0

Figure 4: Academic Library 2.0 Concept Model, Detailed
Role of Librarians in the Digital Age
Role of Librarian

“The librarian isn't a clerk who happens to work at a library. A librarian is a data hound, a guide, a sherpa and a teacher. The librarian is the interface between reams of data and the untrained but motivated user”.

Seth Godin. The future of the library. Seth’ Blog
(http://sethgodin.typepad.com/seths_blog/2011/05/the-future-of-the-library.html)
Role of Librarian

• Get Yourself Out of the Library
• Know What You Do and How to Describe It
• Be Where the Decisions Get Made
• Don't Be a Clerk
• Collaborate as an Equal

Role of Librarian

Liaison librarian model

Coming Out from Behind the Desk
Library Staff Engaging Directly with Student and Faculty Needs

Current State
- Significant staff time devoted to cataloging and processing physical books and journals
- Declining utilization of circulation and reference services

Preferred End State
- Librarians embedded in online courses, departments, and research teams
- Specialized staff lead campus efforts in academic technology, e-science, and digital information resources

Barriers to Change
- Some librarians lack skills, interest in providing new support services
- Faculty do not always see librarians as a useful resource for teaching and research support

EAB report p. 66
January 2012
Duquesne Gumberg Library
• English language classes:
  – ESOL courses, conversational practice sessions, Pre-GED classes, and English for Health.

• Job skill training
  – certification in Sigma Six, Quickbooks, and Autodesk software systems.

• Yoga class

• Art class for kids
Role of Librarian

• Librarians need to do less selection and processing
• New library roles will include, teaching new information skills, developing and managing systems and building contents.
• Flexible staffing and flexible staff
End of the Road for Librarians?

New hires

- Unlikely to be librarians
- Unlikely to be traditional paraprofessional
- Likely to come out of IT, including audio/video production
- Likely to be PhD’s
- Likely to have skills we haven’t even thought of
- Likely to be shared with other units
"The majority of information lies outside the Internet."

Jens Redmer, Director of Google Book Search
Redesigning Library Space
Redesigning Library Space

“Undergraduates live on the Web. They begin, and often finish, their research with Google, and mostly use the library as a place to study.”

David W. Lewis. A model for academic libraries 2005 to 2025.
Redesigning Library Space

What our students want

Mobile check out
24/7 operations
Natural light
Inspirational & quiet spaces
Book history
Customisable spaces
Comfy chairs
Participation
Redesigning Library Space

• Library spaces need to be redesigned & experiment with new use cases in mind.

• Rethinking our services and spaces is far more complex than adopting a new technology or two; it involves engaging with our community in a manner that meets real patron needs.

Robert Schwarzwalder. The changing face of academic libraries: Why less space does not have to mean less impact. *LibraryConnect*, no. 1, vol.9, 2011
Redesigning Library Space

Libraries must be spaces where multiple activities can take place simultaneously. And since there are many different learning styles, the library should offer as many different types of environments as possible—quiet study areas, group activity areas, spaces for individual and small group work, spaces for instruction, spaces where students can listen to music, and—dare I say it—spaces where food and drinks are allowed.

Rolf Erikson on “should the library of the future be a ‘sacred’ space dedicated to honoring the book, or a dynamic interactive space dedicated to honoring the student and community?”
Redesigning Library Space

• Create a diversity of user study space
  – Academic commons
  – Quiet areas
  – Wood-paneled reading rooms

• Retire inactive print materials to free up space
  – Reshelving/relocate
  – Stack room
  – Compactus shelving
Future Library Services
Bookless Library

Bexar County Library - BiblioTech
• first country wide bookless public library system
• designed for, not adapted to, the digital age

“It's not a replacement for the (city) library system, it's an enhancement. People are always going to want books, but we won't be doing that in ours,”

Nelson Wolff
Future Library Services

- Apps-based access to library materials and programs

Kathryn Zickuhr, Lee Rainie and Kristen Purcell, Library Services in the Digital Age. Pew Internet (http://libraries.pewinternet.org/2013/01/22/library-services/)
Future Library Services

• Access to technology “petting zoos” to try out new devices

Kathryn Zickuhr, Lee Rainie and Kristen Purcell, Library Services in the Digital Age. Pew Internet (http://libraries.pewinternet.org/2013/01/22/library-services/)
Future Library Services

• GPS-navigation apps to help patrons locate material inside library buildings

Kathryn Zickuhr, Lee Rainie and Kristen Purcell, Library Services in the Digital Age. Pew Internet (http://libraries.pewinternet.org/2013/01/22/library-services/)
Future Library Services

• “Redbox”- style lending machines or kiosks located throughout the community, where people can check out books, movies or music without having to go to the library itself

Kathryn Zickuhr, Lee Rainie and Kristen Purcell, Library Services in the Digital Age. Pew Internet (http://libraries.pewinternet.org/2013/01/22/library-services/)
Future Library Services

• “Amazon”-style customized book/audio/video recommendation schemes that are based on patrons’ prior library behavior

Kathryn Zickuhr, Lee Rainie and Kristen Purcell, Library Services in the Digital Age. Pew Internet (http://libraries.pewinternet.org/2013/01/22/library-services/)
## Future of Academic Libraries

<table>
<thead>
<tr>
<th></th>
<th>Historical</th>
<th>Emerging</th>
<th>Future</th>
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</thead>
<tbody>
<tr>
<td><strong>Collections</strong></td>
<td>Just-in-case</td>
<td>Just-in-time</td>
<td>On demand, anytime</td>
</tr>
<tr>
<td><strong>Space</strong></td>
<td>Static, mostly for collections</td>
<td>Flexible, user-focused</td>
<td>Embedded in academic units, a collaborative space for Knowmads</td>
</tr>
<tr>
<td><strong>User Experience</strong></td>
<td>Unintentional</td>
<td>Experimentation with service design</td>
<td>Academic libraries as campus leaders in community engagement</td>
</tr>
<tr>
<td><strong>Reference</strong></td>
<td>In person, over the phone</td>
<td>Digital</td>
<td>Highly automated, mobile</td>
</tr>
<tr>
<td><strong>Users</strong></td>
<td>Students, faculty at their home institution</td>
<td>MOOCs, New majority learners, unaffiliated global learners</td>
<td>Community members, Knowmads</td>
</tr>
<tr>
<td><strong>Skills</strong></td>
<td>Master’s of Library Science, subject specialists</td>
<td>Blended Librarians</td>
<td>Entrepreneurial Blended Librarians</td>
</tr>
<tr>
<td><strong>Teaching &amp; Learning</strong></td>
<td>Assist students and faculty with research assignments, drop-in sessions by request</td>
<td>Embedded in colleges, departments, and courses</td>
<td>Blended Librarians</td>
</tr>
<tr>
<td><strong>Demonstrating Value</strong></td>
<td>Collection size</td>
<td>Expanding partnerships on campus, create evidence for invisible services</td>
<td>Learning analytics</td>
</tr>
<tr>
<td><strong>Relationships with Faculty</strong></td>
<td>Limited, based on research needs</td>
<td>Co-creative, joint research projects</td>
<td>Partnerships with unaffiliated research entrepreneurs</td>
</tr>
</tbody>
</table>

Conclusion
Conclusion

Changes that have been successful elsewhere

- Library space redesign
- Liaison librarian model (the “embedded librarian”)
- Streamlining operations
  - Combining public service points
  - Technical services workflow redesign
- Collaboration and partnerships
Conclusion

A New Kind of Library

- Build a vision of a new kind of library
- Be more involved with research and learning materials and systems
- Be more engaged with campus communities
- Make library collections and librarians more visible
- Move to next generation systems and services

Embedding the library in the knowledge community
Conclusion

“The library of the future may not be a stable, predictable place, but it should be a place with room for diversity, strategic redundancy, innovation, and experimentation. ..... As librarians and library leaders, we must be able to relinquish the idea that we can control our environment, and instead take on the hard work of building resilience”.

Librarians in the new context must to be able to

• implement innovative responses in a timely and positive manner;
• meet users where they are and not wait for users to come to them;
• change their own behavior to meet changes in client behavior;
• focus on the user's point of view, not the librarian's point of view;
• provide services at times and in places which are convenient to users (24 × 7);
• understand user needs for personalization and categorization;
Librarians in the new context must to be able to

- support self-service as well as service in person and online, including online chat;
- provide the “library to go”, visiting users where they need it;
- adopt marketing approaches to information service delivery;
- train themselves and others;
- collaborate and work in partnership with others;
- provide information via web pages, wikis, blogs or online gateways; and
- demonstrate agility, flexibility and an ability to innovate.
“(L)ibraries are about more than just e-readers or any other media, as important as those things are. They are about more than just buildings …, or the sleek and controversial new design … . They are also about human beings and their relationships, specifically, the relationship between librarians and patrons.”

No libraries, no memory, no history, no future.

Bell, Steven J. Using the Scenario Approach for Achieving Sustainable Development in Academic Libraries. ACRL Ninth National Conference, April 8–11, 1999, Detroit, Michigan