

Leadership, Research and Resource-Sharing: Components of Dynamic Academic Libraries

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Abstract

Digital scholarship, new directions on information literacy framework, open access, regional collaboration and advocacy are some of the top trends and issues in academic libraries in 2016. Getting into the scholarly communication and promoting equitable access to information becomes more challenging as the knowledge society keep with fast pace of emerging technology. This paper shares insights about how to create dynamic libraries looking into the three pillars: leadership, research and resource sharing.

Introduction

The 2016 Academic and College Research Libraries (ACRL) Research Planning and Review Committee report identified the top trends in higher education as they relate to academic librarianship: research data services, digital scholarship, collection assessment trends, content provider mergers, evidence of learning, new directions with the ACRL Framework for Information Literacy, altmetrics, emerging staff positions, and open educational resources (ACRL, 2016). On the other hand, The Chartered Institute of Library and Information Professionals (CILIP) key areas are translated into the following themes: information literacy, freedom of information, international, copyright, e-books, knowledge and information management and sustainable development goals. Moreover, on the

global arena, the International Federation of Library Associations (IFLA) is working mainly on how libraries can drive progress across the UN 2030 agenda adopting the 17 sustainable development goals promoting library advocacy on the national and regional level.

This paper based on the presenter's previous published works and personal experience, the following approaches are laid down attempting to provide insights on how to address and meet the changing platforms in academic libraries.

Leadership Beyond the Competency Model

In the organizational level, academic libraries' vision, mission and goals are always attached to the parent institution. As libraries adopt to the global trends, its alignment to the university's mission, vision and future directions should always be kept in mind. Vassilakaki and Moniarou-Papaconstantinou (2015) made a systematic literature review informing library and information professionals' emerging roles in the context of academic libraries. Librarians' educational responsibilities and their active involvement in the learning and research process were highlighted in all role categories identified. Collaboration among faculty and librarians was reported as a way of ensuring successful instruction. The role of librarians in teaching and learning has become more visible. Cultivating this requires motivation, inspiration and a lot of planning and innovation.

Leadership, beyond the competency model should look into the transformational aspect (Bass, 1990) leading innovative and creative library workforce and adopting to the digital age (Marcum, 2016) and preparing succession management (Nixon, 2009) at every stage. Leadership is built upon knowledge skills and attitude and the availability to acquire is essential and opportunity available is the key.

Arabella Advisors (2015) reviewed leadership programs around the world that played a critical role in cultivating over 6,000 library leaders. There are 14 fellowship programs, 10 residential programs, 5 workshops, and 1 virtual program (Figure 1). The research shows that access to leadership training is limited, particularly in less economically developed regions (Figure 2). Significant variation exists in program structure and content, and that programs and participants are not well connected, limiting the opportunities to learn from one another. Recommendations include increasing access to virtual training opportunities, identifying successful models to scale, and increasing training on library advocacy and impact measurement.



Figure 1. Distribution of Training Program Currently Operating Around the World

* Total Participants Across All Program Types (1994- 2014) n= 6 080

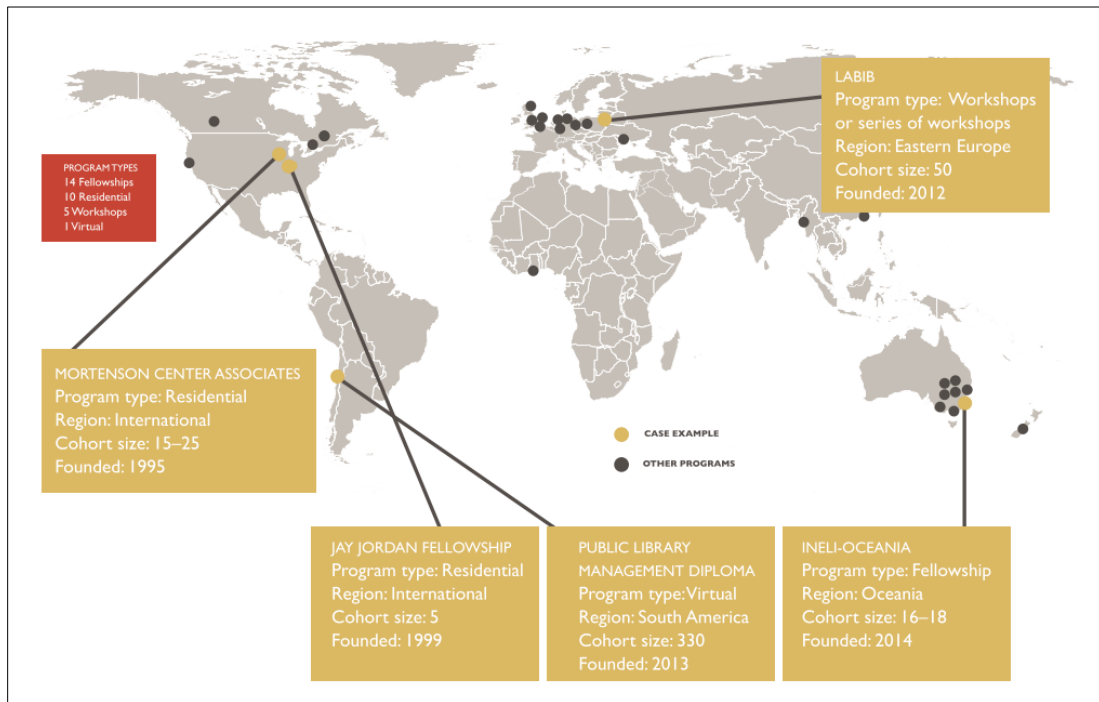


Figure 2. Library Leadership Programs Around the World

Transformational leaders use idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation - the “Four Is” – to build relationships, model values, and share a vision (Martin, 2017). This does not happen overnight. Learning is a thorough process of research, reflection and conversation within the professional community and beyond.

Research as a Tool

Research and leadership goes together. While leadership is a continuous objective exploration of knowledge and practices, organizational structure can enhance scholarly communication activities in libraries. Leadership both at the personal and collective level is necessary to provide an impetus for scholarly communication activities (Burpee and Fernandez , 2014). The changing needs and behavior of users are the driving force of libraries to re-think and re-design its

roles, functions and services beyond the traditional means. It has been a cry to begin embracing technology and initiate a culture of research.

Essential library researches such as utilization studies, Library quality (LibQual) Service measures and impact assessment can guide librarians on what services to provide or improve. From traditional tasks of managing information and services, librarians are now called to more engaging and dynamic role of being directly involved in creation, development and dissemination of information (Burpee and Fernandez , 2014). A study of human- computer interaction, information retrieval patterns, user behavior can enhance services. Altmetrics and bibliometrics are important in research data management services (Korral, Kennan and Afzal, 2013).

Research is a tool that the library needs in managing up as evidence to administrators the value of libraries and librarians in the internet age and in the timeless issue of budget constraint.

Resource-Sharing: Forging Cooperation

The beauty of collaboration, cooperation, resource-sharing and networking has been a by-word as early as 1968 and had its peak in 2014. Figure 3 is a glance at resource sharing in libraries analyzed in Scopus with 1 632 literatures from journals and books on the topic. However, resource-sharing is one area which is not well documented if not fully explored in Kazakhstan (Figure 4). While several consortia have been developed by academic libraries, the extent of resource sharing is not communicated and best practices has not reached global knowledge groups

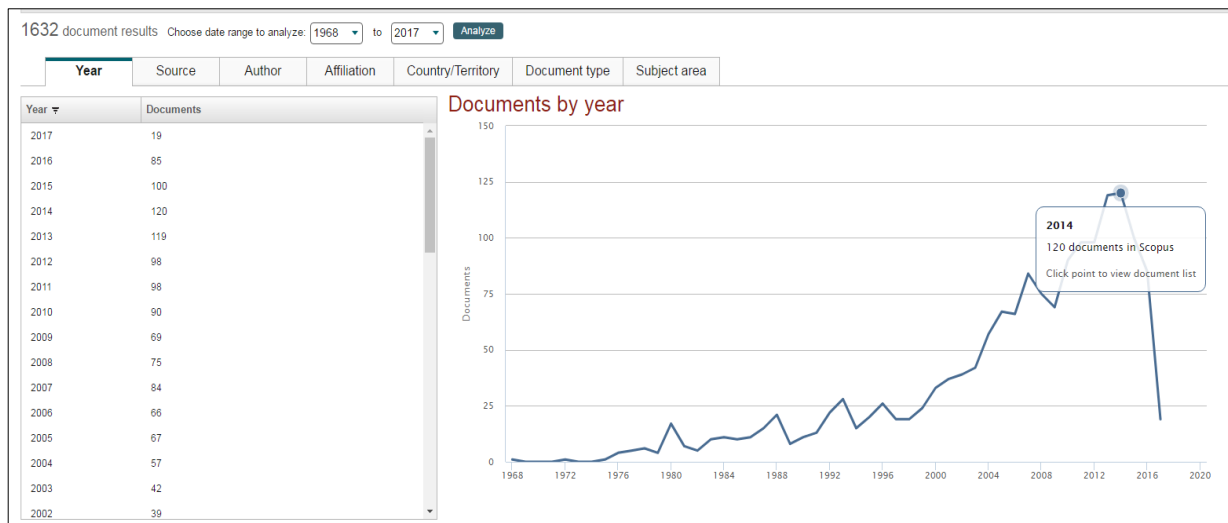


Figure 3. Documents on Resource Sharing in Libraries by Year

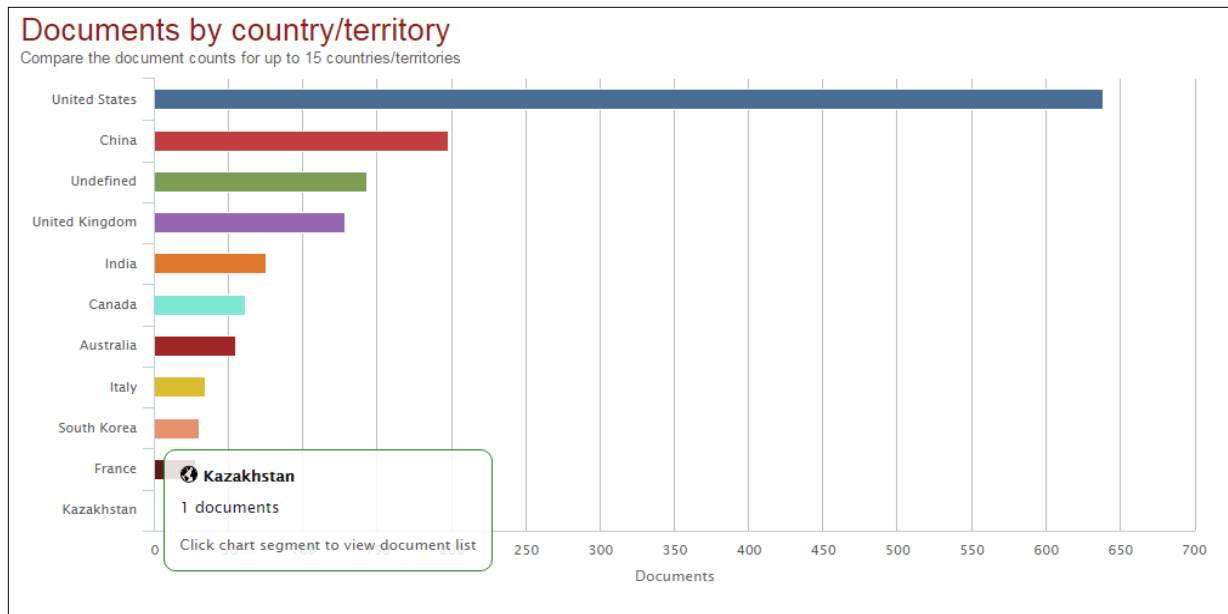


Figure 4. Documents on Resource Sharing in Libraries by Country

Librarians play an important role in any aspect of knowledge acquisition as they have the expertise in information retrieval and delivery. Librarians can assist faculty researchers without the limitation of time and space. Through chat rooms or traditional emails, delivery of literatures for researches can be facilitated. Exchange information and enhanced cooperation in libraries is a must to provide

the best information possible. This is also very relevant as to grey literatures. Access to information implies a colossal task: leading the digitization of literatures in other regions, teaching librarians to cull, preserve and provide assistance in the translation.

Research, leadership and resource- sharing initiatives play an important role to maximize access to information and put the librarian in the lead to address global concerns.

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