



Salad days for an academic library: a pick & mix recipe for management success?

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Today's featured recipe

- Ingredients:
 - recent developments in academic libraries
- Method:
 - preparation, mixing, dressing
 - the proof is in the eating
- Plating and serving:
 - why presentation matters
 - needs more seasoning!

ingredients

The bottom of the slide features a series of thin, light blue wavy lines that create a sense of motion and depth, flowing from the left side towards the right.



Collections:

gallery, library, archive,
museum, special

Research data
and research records

Materials produced
for teaching and learning

Research outputs

Metadata (lots and lots of it)



Library skills workshops	Embedded in curriculum Research plus communication skills
Scheduled classes early in semester	Online tutorials Individual consultations Just enough, just in time
Copyright enforcement	Ethics, fair use, attribution, TurnItIn



Service delivery metrics,
balanced scorecard

Client satisfaction
surveys

Course experience
surveys

Quality of
collections

Contribution to
graduate outcomes

MyUni web site

Feedback and
complaints

CAUL + EDUCAUSE
data collections

Staff climate survey



External hosting,
cloud storage

Federated
identity management

BYO device
(and operating system)

Security

Accessibility
and usability

24 hour support?

R&D in e-scholarship,
scholarly publishing

Open Source

Classrooms

Big data
and metadata

Open Access



Specialist skills

Fields of knowledge

Scholar-practitioner

Physical facilities

Expenditure – salaries,
operations, collections,
projects

Income – research grants,
gifts, merchandise,
commercial activity, licensing



Effects of these changes include:

- Workforce profile - new professional roles
- Service management - just enough, just in time
- Networked organisation - permeable boundaries
- Collection management - access and ownership
- Maximising resources - collaboration, partnerships
- Business processes - lean, automated
- Decisions and governance - metrics, evidence

method



Management includes:

Planning

Organising

Staffing

Leading

Controlling

Marketing

Innovation

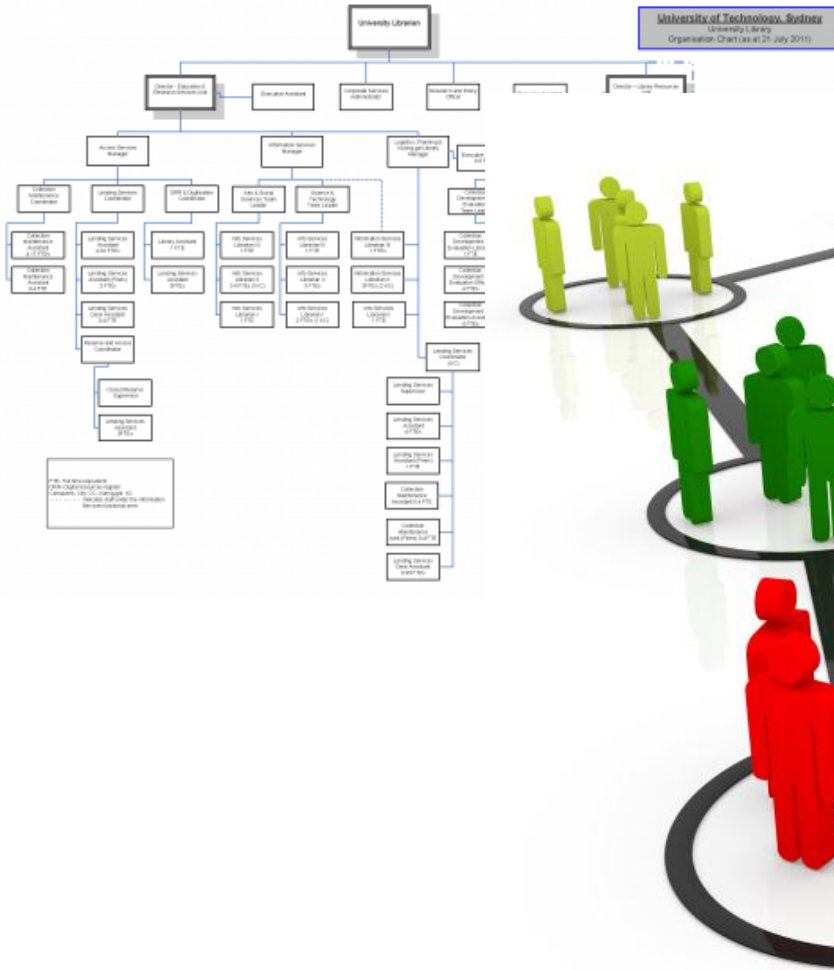


Long-term strategy:

- Based on extensive consultation
- Goals for 2015 and 2020
- Davis et al: *Australian Policy Handbook*

Planning:

- Many paths available to reach our goals
- Operational plan spans 2 years, revised annually
- Progress reports in July
- Workgroup and individual performance plans





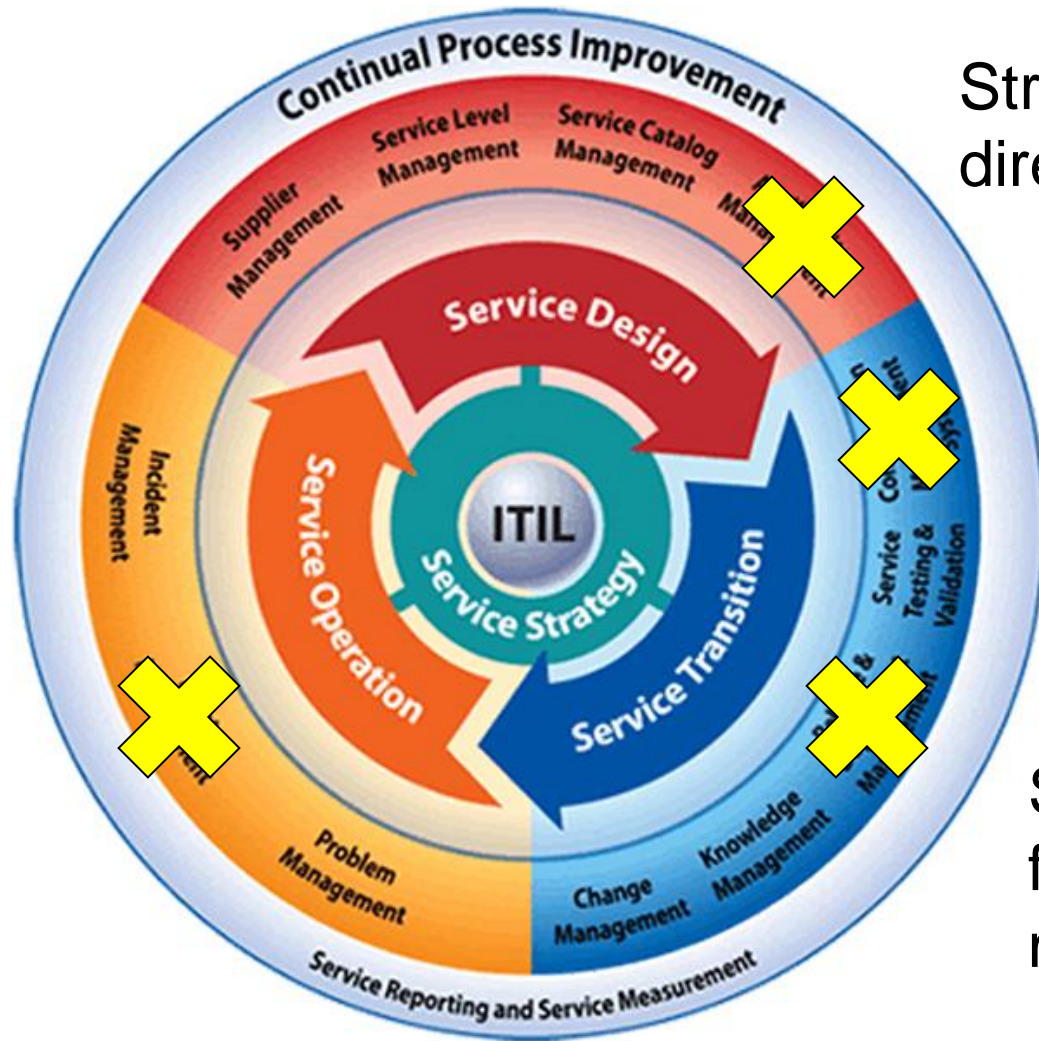
Controlling

Strategic
directions

Governance

Spaces,
facilities
management

Customer
service
charter &
protocols



plating
and serving

C F G

It's get-ting bet-ter all the time. I used to get mad at my school.

Gtr. 1

3 Gtr. 2 *divisi*

TAB

The teach-ers that taught me weren't cool. You're

(No, I can't complain.) (No, I can't com - plain.)

dim.

1/4

TAB

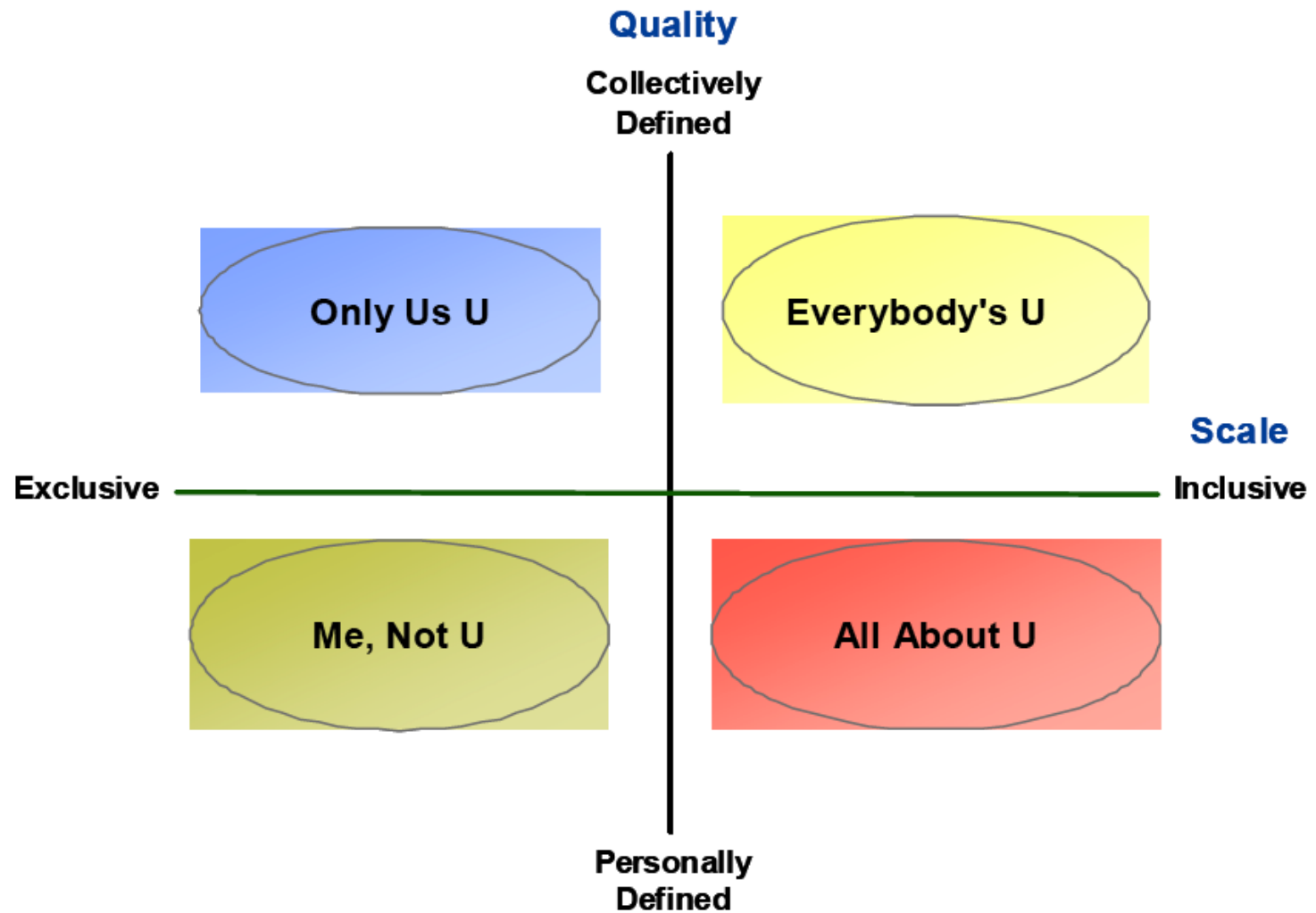


Current state:

- Good results in several internal client surveys
 - lots of room for improvement
- Strong stakeholder relationships
- Foundations in place - frameworks, routine reporting
- Top-down support from University
- Library staff ready for further improvements



Needs more seasoning?



Source: Gartner (September 2009)



THE UNIVERSITY OF

MELBOURNE



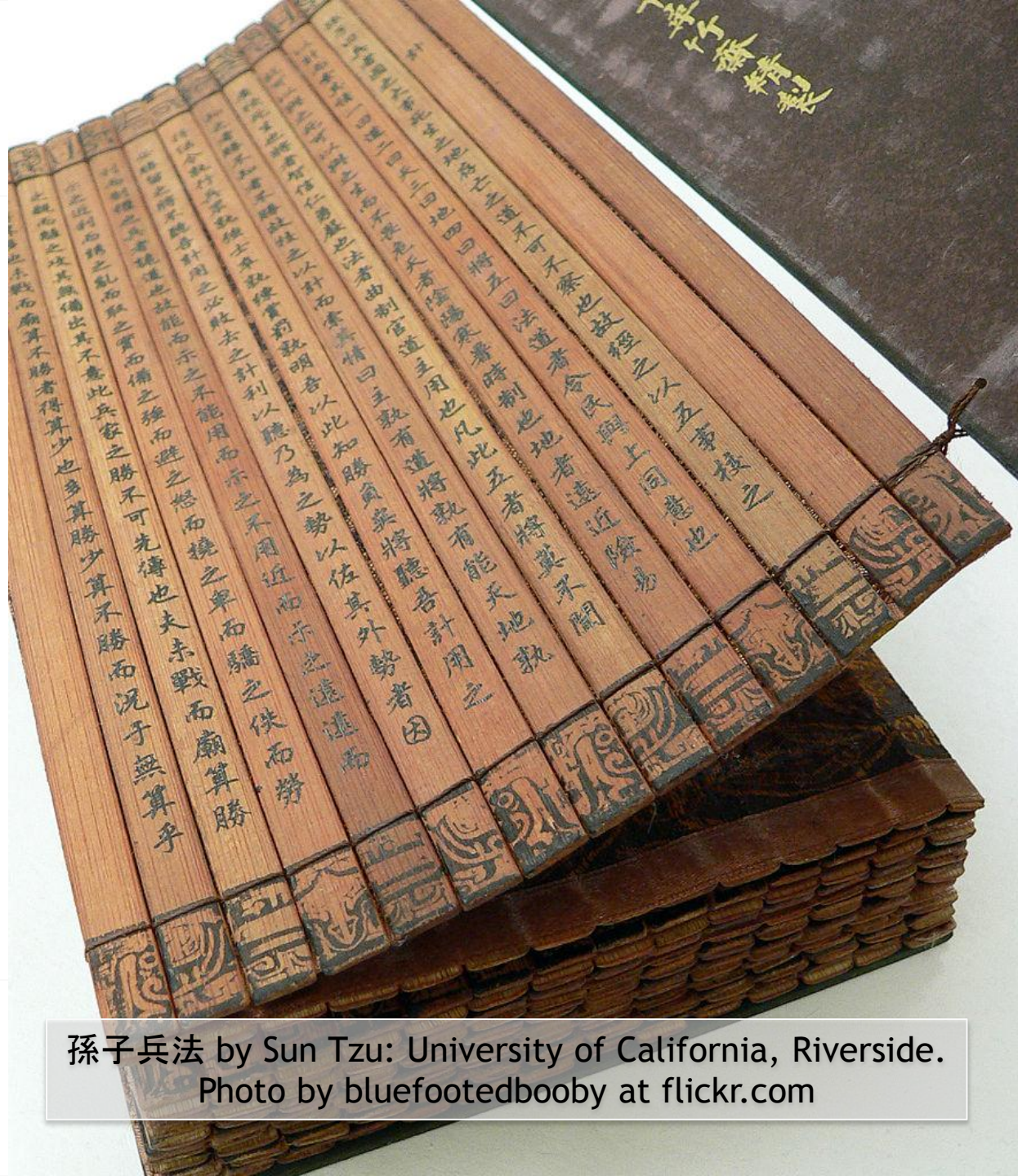
Silver coin: 305-281 BCE
British Museum - CM 1919-8-20-1



Photo by Sumeet Moghe flickr.com



Robert Gendler - M45: The Pleiades Star Cluster
apod.nasa.gov/apod/ap120903.html



孫子兵法 by Sun Tzu: University of California, Riverside.
Photo by bluefootedbooby at flickr.com

0 1 2 3 4 5 6 7 8 9



16th century portrait of Nicolaus Machiavellius
Galleria Doria Pamphili, Rome



1910 Model T Ford in Salt Lake City
Harry Shieler Commercial Photographers



Aubrey Beardsley (1893)
Sir Bedivere throws the sword Excalibur into the Lake

Procedure for ~~suppressing~~ deciding not to publish reports

1. **Give reasons in terms of the public interest.** Hint at security considerations. The research could be misinterpreted. Commission a wider, more detailed study over a longer timescale.
2. Use press leaks to **discredit the evidence** as incomplete, inconclusive, open to interpretation, contradictory, questionable.
3. **Undermine the recommendations.** “Not really a basis for long term decisions, not sufficient information to base a valid assessment, not really a need for a fundamental rethink of existing policy, broadly speaking it endorses current practice...”
4. **Discredit the man** who produced the report. He is harboring a grudge, he’s a publicity-seeker, used to be a consultant to a multi-national company, trying for a knighthood, or a Chair, or a Vice-Chancellorship. Really, Minister, the possibilities are endless.