

## Strategic Management in Academic Libraries with Reference to Users Perspective

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**Abstract** The rapid growth of digital technologies and electronic communications in academic libraries has dislocated the model of traditional library service, which was a long hold from the past century. The arrival of internet technology and the explosive growth of electronic content available on the web made the services of the academic libraries uncertain and creating challenges in rendering users services as per their requirements. This article attempts to provide a strategy for academic libraries applying principles and practices of strategic management highlighting the Ansoff matrix (model) in order to face the impediments coming in the way of providing better services to their users.

**Keywords** *Strategic Management; Strategic Library Planning; Environmental Scanning; Ansoff Model of Library Service*

### 1. Introduction

The strategic library management is one of the most important alternatives to make the future design and development of the library. The systematic planning of academic library is highly essential due to rapid advances of information technology in the current era. Most of the University and college libraries are sustaining both teaching and research in their academic periphery. Strategic planning is a cooperative endeavor with the active participation of administration, faculties, students and library staff. During strategic planning, the role of the librarian is very significant as he is an educator and leader in the process. The strategic plan developed should offer a pattern that incorporates major goals, policies and actions of the institution that constitutes the whole. It helps in the allocation of resources; capitalize on relative strengths and weakness with the environment, and allocation of resources to make a stronger

# Strategic Management For Academic Libraries

**Michael A. Crumpton**



## **Strategic Management For Academic Libraries:**

*Strategic Management for Academic Libraries* Robert M. Hayes, 1993-08-18 This professional reference for academic librarians provides detailed guidance for the strategic management of academic libraries While strategic planning is important this volume recognizes that even the best plans must confront the reality of implementation of services and facilities within the library on a daily basis This book offers solutions to immediate operational problems within the academic library and treats strategic planning as but one component of overall strategic management The first part of the work overviews definitions and discusses the issues and objectives central to strategic library management The second part contains chapters on the academic and external contexts within which the library functions and looks at the impact of those contexts on the strategic management plan The third part provides detailed information on technical tools and procedures by which strategic management can be accomplished

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**Strategic Management for Public Libraries** Robert M. Hayes, Virginia A. Walter, 1996-09-24 Drawing on Hayes's previous work in *Strategic Management for Academic Libraries* this professional reference addresses the unique circumstances and needs of public libraries and provides thorough guidance on how to manage change successfully in the community library environment The volume provides a conceptual framework for strategic management identifies its major concerns and relationships to the tactical and operational management of public libraries discusses the particular problems and needs of community libraries and details the assessment of the library's strategic position The final section of the book offers extensive practical information for formulating and implementing strategic management in the public library setting Public libraries must operate in a time of increasing change both within the library community and throughout the larger social and economic environments in which the library must function All community libraries regardless of size must prepare for the strategic changes that are occurring such as the National Information Infrastructure and the onrush of electronic information Planning for change is not enough Change must be managed strategically through the library's recognition of its needs and objectives in relationship to the shifting contexts in which it must operate This professional reference is a

comprehensive guide to the strategic management of change in community libraries Drawing on Hayes s work in Strategic Management for Academic Libraries this volume addresses the unique circumstances and needs of public libraries and provides thorough guidance on how to manage change successfully in the community library environment The volume provides a conceptual framework for strategic management identifies its major concerns and relationships to the tactical and operational management of public libraries discusses the particular problems and needs of community libraries and details the assessment of the library s strategic position The final section of the book offers extensive practical information for formulating and implementing strategic management in the public library setting

**Strategic Planning in Higher Education** James F Williams Jr, 2012-12-06 In this refreshing new volume strategic planning of budget management is looked at with a broad positive perspective Whether because of cuts in funding enrollment decline or academic cutbacks the necessity for strategic planning in a university comes out of unfavorable circumstances The chapters cover the planning process from start to finish with an emphasis on a final goal of bringing the library s status from one of an economic competitor to a deserving equal in the eyes of the academic community The development of programs and long term goals for various programs with realistic results in mind are stressed in this timely book Strategic planning can be an effective managing tool in the midst of uncertainty and constant change Cooperation collaboration and communication are all essentials for reaching this goal and the authors of the 13 chapters describe in detail past instances in which these were successful Readers will find that several major themes tie the diverse chapters of this book together such as becoming successful in applying for limited institutional resources giving the library s goals a more prominent position among the members of the campus administration and using the planning exercise to help the members of the academic community better understand the administrative decision making process Written by college and university presidents campus planners and librarians this book clearly outlines the methods and benefits of strategic planning and provides an encouraging picture of what can be achieved when the process is used

**Strategic Management for Public Libraries** Robert Mayo Hayes, 1996 Drawing on Hayes s previous work in Strategic Management for Academic Libraries this professional reference addresses the unique circumstances and needs of public libraries and provides thorough guidance on how to manage change successfully in the community library environment The volume provides a conceptual framework for strategic management identifies its major concerns and relationships to the tactical and operational management of public libraries discusses the particular problems and needs of community libraries and details the assessment of the library s strategic position The final section of the book offers extensive practical information for formulating and implementing strategic management in the public library setting

**Strategic Planning for Academic Libraries** Gregory C. Thompson, Harish Maringanti, Rick Anderson, Catherine B. Soehner, Alberta Comer, 2019-05-21 Written by a team of authors with decades of library administration experience between them this powerful resource enables academic libraries to produce plans that will offer

directional guidance to employees while also demonstrating the library's power to meet institutional goals      Strategic Management and Planning Practices in Academic Libraries in Oman, 2010      **Planning in the University Library** Stanton F. Biddle, 1992-10-23 Comprehensive planning has become an essential element in the management of the modern university library. The purpose of this book is to help those now engaged in this important management function by summarizing the history of academic library planning and analyzing its practice in a group of major libraries over the past several decades. The most significant changes confronting academic libraries for the past several decades have been technological, social, and economic. Strategic planning is used as the tool for making these libraries more responsive to their environments and for helping them anticipate and prepare for change. Stanton F. Biddle examines the extent to which strategic planning is being employed, analyzes the planning documents, and develops guidelines for improving the quality of future planning efforts. The volume begins with a discussion of strategic or long range planning taken from the literature of management and organizational theory. The next chapter reviews the historical development of large academic libraries and the history of the application of contemporary management theories and practices to their administrations through the 1970s. The following chapter focuses on the widespread dissatisfaction with traditional approaches to library management in the 1960s and 1970s. The next two chapters compare library planning source documents, and the final chapter concludes with recommendations.

*Strategic Human Resource Planning for Academic Libraries* Michael A. Crumpton, 2015-07-10 Strategic Human Resources Planning for Academic Libraries Information Technology and Organization provides an in depth discussion of human resources as a strategic element of a library organization especially as staffing needs and competencies change. The book focuses on the impact of human resource practices in a library setting, discussing several aspects including the role of human resources when the library is part of a larger organization, along with information on how to identify strategic objectives that are expected and related to workforce issues. In addition, the book reviews hiring practices, reorganizations of staff, use of temps or time limited positions, and how students, volunteers, and internships can make a strategic difference overall. Chapters address competencies across different levels of employment within different library types and consider how those competencies are changing. Presents how leadership and library leaders must utilize human resources as a valuable tool for developing a strong and healthy organization. Addresses human resource tools such as job tasks analysis and the creation of equitable payroll structures. Demonstrate the use and benefit of multiple employee statuses that provide flexibility and resourcefulness to end users      *Strategic Management of Information Services* Sheila Corral, 2003-09-02 An in depth analysis of strategic management concepts and techniques and how they can be usefully applied to the planning and delivery of information services. Offers practical guidance on the strategy process from appraisal and assessment through to implementation and improvement. Examines the environment in which planning takes place and financial management issues. Annotated references to management and information service literature. Includes further reading and index. Sheila Corral is

the University Librarian at the University of Reading She has worked as an information specialist manager and consultant in public and national academic libraries At the British Library her roles included policy and planning support to top management and responsibility for a portfolio of revenue earning services in science technology patents and business information

**Leading the 21st-Century Academic Library** Bradford Lee Eden, 2015-03-02 Libraries of all types have undergone significant developments in the last few decades The rate of change in the academic library a presence for decades now has been increasing in the first decade of this century It is no exaggeration to claim that it is undergoing a top to bottom redefinition Cataloging and reference remain central to its new role and the circulation of books is still high though declining Among the changes is the architecture of the library when new libraries replace old or where renovation is occurring the role of technology at every stage and in every library application the management of serials selection shelving and budgeting and in a gradual but irrevocable move to digital forms altered allocation of resources including larger portions of the budget diverted to preservation not only of aging books a theme in the latter part of the last century but of digital files cultural historical personal In brief the academic library is dramatically different today than it was only ten years ago And with it the profession of the academic librarian is also undergoing significant changes Managing digital resources in all its forms from telecommunications to storage and access devices is central to its new roles Creating curating and preserving digital information is also key to the new librarianship And what about services to its clients Here also we see dramatic change particularly but not exclusively with guiding library users in the effective use of networked knowledge Information literacy is a key term and skill in using the new tools of digital literacy reading and writing searching and extracting and the new technologies that drive social networking the Iphone Ipad and Ipod and its many imitators We can't expect the redefined academic library to assume its final shape any time soon if ever but the transformation is well underway This series Creating the 21st Century Academic Library will explore this topic from a number of different perspectives Volume 1 Visionary Leadership and Futures will begin the discussion by examining some of the new roles and directions academic libraries are taking

Creative Planning for Library Administration Kent Hendrickson, 1991 In the seven chapters of this helpful new book the topics of planning and creativity as they apply to the management of academic libraries are discussed fully with specific examples and detailed guidelines Creative Planning for Library Administration will be a helpful resource for administrators library consultants and academic librarians alike Topics such as involving all members of the library staff in decisionmaking and encouraging creativity in an unstable work environment are explored as are new developments like performance measures The phrase Create your own future serves as the foundation for this timely new book and the reader is encouraged to come up with new and innovative ways to organize access and interpret the world's store of information

**Inherent Strategies in Library Management** Masanori Koizumi, 2017-03-31 Inherent Strategies in Library Management describes general and specific strategies for libraries based on core library values and does so through

concrete research Many strategic management books for libraries introduce concepts of business management to the library world but often neglect traditional library culture and core values This book reexamines management through the lens of libraries themselves rather than relying on strategies borrowed from the business world in an attempt to bring to light the factors and decision making processes behind how librarians have run their libraries over the past fifty decades In other words their decisions can be regarded as inherent management born naturally from the core foundations considerations and operations of libraries In addition this book investigates the broad influences of business management theories on libraries including a discussion on the advantages and disadvantages of their use Presents management strategies for libraries based on core library values Provides detailed analysis on the effects of business management theories on libraries Lays down the fundamental rules for managing libraries Explains various management analysis methods Bridges the gap between library core values and business efficiency

**The New Professional's Handbook** Sheila Corral, Antony Brewerton, 1999 Newly qualified library and information staff are thrown in at the deep end in their first jobs where they are expected to function as skilled practitioners They find themselves in a world where technological developments and global competition are changing the shape and reach of information services The scale and speed of change present constant challenges to develop awareness and understanding of the wider environment in order to improve local services Their need for support in their professional development is particularly acute at this stage in their careers This easy to use manual aims to provide that support at both operational and strategic levels It is designed to help new professionals make sense of the contemporary information world and devise effective strategies for developing their skills and services It brings together a host of useful sources covering the professional and managerial aspects of information work introducing key concepts and techniques in a coherent framework and using practical examples to illustrate current organizational and service trends The book offers a global cross sectoral perspective on information resources and services covering strategy and marketing as well as day to day operations The thematic arrangement means that each chapter can be used as a self directed training module or as the basis of a session with a supervisor or mentor Packed with activities and reflection points the book encourages a critical approach through the use of questions and also offers annotated bibliographies providing quick access to relevant publications websites and organizations worldwide Readership Particularly valuable as an on the job reference source for those working towards chartered corporate membership of professional bodies this workbook also makes extremely useful reading for students and lecturers staff development officers those returning to employment after a break and established professionals in search of fresh perspectives or career development

*Managing the Successful School Library* Lesley S. J. Farmer, 2016-12-16 More than just a compendium of management theories this book provides much food for thought that will help readers gain important insights into their own roles as school library managers and leaders

Strategic Planning in Higher Education : Implementing New Roles for the Academic Library ,1990      **Strategic Planning in ARL Libraries** ,1995      A

Characterization of Planning in Small Academic Libraries Polly Roberts Lackey, 1997

## **Managing Academic Libraries**

Susan Higgins, 2016-10-11 *Managing Academic Libraries Principles and Practice* is aimed at professionals within the Library and Information Services LIS who are interested in learning more about the management of academic libraries. Written against a backdrop made up of the changes that digital technology has brought to academic libraries, this book uncovers how the library has changed its meaning from a physical to virtual icon and its effect on culture. The book aims to provide managers and students of LIS at all levels with the necessary management principles and practices needed to respond proactively to diverse audiences while also keeping a focus on the purposes of higher education. In addition, readers will find an examination of various aspects of library management and reviews on key management techniques that can be used for successful interpretation and implementation of academic library mission statements. Provides tactics on how to manage the centrality of learning and reading in academic libraries. Includes best practices on managing a learning organization. Covers proactive management principles and practices that are needed to respond to diverse audiences.

*Strategic Planning and Management for Library Managers* Joseph R. Matthews, 2005-05-30 Libraries enter into strategic planning by a variety of routes from dynamic technology and rising costs to budget cuts and pressure for change. In this book, Joe Matthews guides library managers towards a greater understanding of the role and attendant responsibilities of strategic planning. Academic public and special librarians alike will benefit from Matthews' cogent explanations, real life examples, and time tested recommendations. In the process, Matthews addresses such intrinsic questions as: Why is it important that I add strategic thinking to my managerial arsenal? How will strategic planning benefit my library and is there more than one way to go about it? What is the best way of monitoring and updating our strategic plan for maximum effect? In each case, he debunks false impressions, attends to the goal of providing good service, and identifies at least one new way to communicate the library's strategic importance in the lives of its customers. Academic public and special librarians alike will benefit from Matthews' cogent explanations, real life examples, and time tested recommendations.



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