

Using A Three Year Rolling Development Plan (3yrdp) To Lead And Manage Library Transformation

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Abstract:

Key success factors for managing change and transformation in the University Library are discussed. In the three year rolling development plan (3YRDP) the importance of sharing and contracting the underlying library philosophy with university management is emphasized.

The rolling development plan covers the strategic intention of the library as well as its social and task dimensions. Under the strategic intention, the strategic base of the library and the importance of preparing strategic points of support are pointed out. The social dimension refers to the importance of sound leadership and a healthy organizational culture and climate. Particular premises as conditions for structuring the library are addressed under the task dimension.

Finally, a 3YRDP is illustrated by referring to the Academic Information Service of the University of Pretoria.

Keywords:

Transformation management, rolling development plan, strategic intention, social dimension, task dimension, indicators, library philosophy

I congratulate the organisers of this 25th Annual IATUL Conference on selecting *Library Management in Changing Environment* as a theme for this conference. We are looking forward to a fruitful stimulating conference and an enriching Polish experience. I thank Marek Górski, Director of the Library of Kraków, University of Technology, and Chair of the Organizing Committee, for their hard work and effective communication - even though we are continents apart.

My visit to Kraków brings back pleasant memories of my first acquaintance with Poland. I was privileged to deliver a paper at the millennium festival of the City of Gdansk in 1996 on the topic: *The need for transformation in the academic library*. On that occasion, I emphasized the importance of human engineering to change the mind and way librarians think. Up to then the focus was too much on business re-engineering. A new approach was necessary. I therefore referred to the importance of a future perspective and the value of following a future back management approach. My reference to *having a dream* and to Walt Disney's slogan of *if you can't dream it, don't do it*, was well received; most probably because many people were still confused by the impact of the political transformation taking place at that stage.

Since then library and information services went through significant changes. However, to-day library managers and leaders are faced with a worldwide challenge for library transformation. The key success factors for change and transformation management must be identified and applied. This paper touches very briefly on some of them: e.g.

- mutual understanding and sharing the underlying library philosophy with institutional management
- drivers of strategic renewal and the strategic intension of the library
- the social dimension: library culture and leadership
- the task dimension: structure and framework for managing change

Finally, reference is made to the three year rolling development plan as implemented by the Academic Information Service of the University of Pretoria.

Mutual Understanding and Sharing an Underlying Philosophy

The importance of creating a functional communication interface between library managers and institutional managers cannot be argued. A clear understanding of the institution's strategic plan or view and the supporting or facilitating role and value of the library must be shared. It appears as though the view hold by many librarians is too narrow. Consequently, the role of the library as academic power station of the university is questioned. The challenge is to transform the library as physical facility with an hierarchical structure to a service orientated network organization. The challenge of the library is to manage, lead and develop library, information and knowledge management practices as integral elements of the institution's or university's endeavour towards academic excellence and relevance. Innovative approaches in teaching, learning, education, research and community service, as well as the notion to run the university more and more like a business enterprise, creates a new framework for the management of library and information services. The challenge for the library is to add life and a new dynamic dimension to the institution. There are new relational realities. The library must operate in partnership with new initiatives concerning telematic learning, educational renewal, IT-management, etc. New academic conversational and communication processes have a major influence on scholarly communication. The Open Access initiative and many other developments pose a challenge for the library to redefine its role and to create a development plan that will guide transformation and moving to a preferred future position. A *new* meaning and identity for the library implies a conscious and direct involvement in the key work processes of the university. Librarians and information professionals must become members of teams addressing new challenges for a university also in transition.

The theme of this conference and the title of my paper imply that the library must transform successfully. The right map - to my mind mainly a mental map - is required. An integrated vision and value system is necessary to accomplish control in the realignment of a non-hierarchical library. New approaches in library assessment must be followed to evaluate the library's progress with transformation. Questions regarding the *impact* of the library on the university are still extremely difficult to answer satisfactorily. Somebody once said: *If you do what you always did, you will get what you always got.* The danger is that we borrow too much from the past when addressing our present and future challenges. Rather than remaining where we are, or jumping into a future (which is largely unknown), a three-year rolling developing plan (3YRDP) can be a guide and map to lead change and manage the transformation of the library.

Strategic intension and drivers of strategic renewal

A renewal plan must cover three major areas. The first and overriding one is the *Strategic Intension* of the library. The *goal* must be defined clearly and the *Strategic base* of the initiative described. Usually, the renewal plan is a fresh initiative flowing from an awareness that the library does no longer satisfy the expectations of a new generation of students and academics. Sometimes the

outcome of an evaluation project to measure the effectiveness and efficiency of the library, asks for a renewal plan that has to be contracted with the top management of the university.

The *Strategic base* of the library must be linked to the strategic plan of the institution and the 3YRDP offers a sound action plan for re-alignment between library and university. It is aligned with the University's cycles of continuous strategic planning. Naturally, the strategic plan of the university is influenced directly by social, political and economic developments on a national level. There could be an interesting resemblance between Poland and South Africa in this regard. Although universities in both countries must cope with the financial and social realities of a new political dispensation, they could be in a better position than ever before to grasp the opportunities of a global transition. Universities are geared to make a key contribution to promote quality of life and competitiveness. Strategic plans are aligned with initiatives to reshape the country's educational, social, economic and political landscape. Institutional strategic drivers like international recognition, academic excellence, local relevance, innovation, social responsibility and the development of a value-driven culture, force the library to create a better alignment between the strategic base of university and library. The commitment of the university to promote scholarship in a wider range of disciplines; to create more flexible life-long learning opportunities; to develop a more intellectually stimulating and culturally vibrant environment, has a direct influence on the library. In addition, developments in the international library and information business must also be taken into account; many of which will be most probably addressed during this conference. Key factors influencing the strategic base of university libraries in Poland and South Africa are:

- to play a key role in the national information system and to facilitate the development of an open information and knowledge society;
- to deliver an innovative technology - enhanced information service;
- to build partnerships and co-operative agreements; and
- to support and promote the University's role in the international network of scholarly communication.

Furthermore, library managers and leaders should take note of modern management practices applied by successful institutions. It will to a non-hierarchical, team-based, service-orientated network organization offering nodes of access to the regional, national and international information business.

Strategic points of support

Successful library renewal and development requires strategic points of support. They are building blocks for the successful execution of the 3YRDP and could cover issues like the following:

- An information and knowledge management partnership with clients to ensure optimum integration in key academic work processes;
- An affordable differentiated service to support academic focal points and to provide for the specific needs of different client groups;
- Multi-faceted and virtual information delivery mechanisms to support telematic education and learning needs and to take the delivery of research information services to a higher level;
- Competency-based human resources development to support the library in moving to a preferred future position.

- The development and protection of the library's capital and intellectual assets to make sure that the development plan will be received in an atmosphere of trust and appreciation.
- An academic-professional culture and professional leadership that will support and promote the strategic positioning of the University.

A positive attitude of top management towards the library is extremely important for implementing the 3YRDP successfully. Addressing the abovementioned issues carefully will play an important role in this regard.

The 3YRDP carries also a social and task dimension. The *social dimension* deals with issues such as the culture and leadership of the library, where as the *task dimension* covers the structural aspects of the 3YRDP itself.

The social dimension

Receptiveness for renewal and change is created by a library culture characterized by a strategic and action orientation. For many years the importance of the library was beyond questioning. Challenges for change and transformation were relatively soft. The library enjoyed the luxury of a stable academic comfort zone. This has changed. The impact of IT on the library and information business and on tertiary education in general, put the library under pressure to change without sacrificing values that will stand the test of time. We now have a multi-faceted hybrid library with a new focus. Too many strategic development plans focus primarily on structure and task dimensions, while the more difficult social dimensions are neglected. Creativity and innovation requires a healthy library culture and climate. The book and physical focus of the library must be enriched by a client centeredness. Furthermore, an internalised vision and value system will offer optimum control within a non-hierarchical structure. It can provide a learning culture that gives scope for initiative and continuous learning, balanced by personal accountability and spontaneous team commitment.

In short – the social dimension must promote quality of life in the work place. It must support staff to cope with the insecurities and uncertainties experienced on the so-called edge of chaos.

The social dimension also refers to the role played by the leader to accomplish successful organizational renewal. The leader must create a vision that will inspire staff and promote trust. Sound judgement and good timing must enable him to utilize all windows of opportunity in the fast changing environment.

For many years library practice has been characterized by a spirit of cooperation; as illustrated by sound interlibrary loan systems and resource sharing. However, the new dispensation requires a broader partnership strategy and the development of bargaining skills. Up to now librarians have not paid enough attention to the development of sound partnerships with other support services and centres of expertise on campus. On the contrary, in many cases the relationship with departments like physical facilities, finance, IT and others was not satisfactory at all. Successful transformation requires a competent and sensitive leader that will take the sentiments of all stakeholders into account. Therefore, the framework of the 3YRDP must make provision for interaction with stakeholders and partners.

The task dimension

It is important to define particular premises as conditions for structuring the library. The 3YRDP must cover issues like the following:

- Client focussed working processes practised by teams.

- Products, services and service levels contracted with clients.
- Responsibilities linked to level where work is taking place.
- Roles set in team relation.
- Defunctionalized management in favour of a strategic network management model.
- Management responsibilities organized according to an agreed upon Balanced Scorecard.
- Output driven competency management.
- Cross-functional project teams to achieve renewal/transformational objectives.
- Transparent communication for participation and co-ordination and
- Enrichment through diversity.

The strategic intention as well as social and task dimensions described above, were taken into account when the Academic Information Service of the University of Pretoria developed and implemented a three year rolling development plan

The 3YRDP – a case study

After going through an in-depth evaluation the Academic Information Service (AIS) of the University of Pretoria contracted a 3YRDP with the top management of the University. The Balanced Scorecard (BSC) by Robert Kaplan and David Norton was utilized to systematise a plan for renewal. The strategic intension and social and task dimensions of the AIS were taken into account and strategic points of support, considered to be essential for the AIS to reach its objectives, were created. A mutual underlying philosophy was accepted. Management responsibilities were seen beyond the walls of the library as a physical facility. It included information and knowledgement practices and the significance of the library for the University was described as *Managing contemporary academic information practices as integral elements of the University's endeavours towards academic excellence and relevance*.

The strategic indicators of the 3YRDP, namely business management, client services, internal work processes and human resources management correspond with the four basic components of the BSC. Areas for renewal are identified in the field of each strategic indicator and objectives to be realized within a time span of one, two or three years are indicated in different colours: blue (one year objectives), green (two year objectives) and red (three year objectives). Naturally, these objectives reflect essential renewal objectives only and do not include normal continuous operations. *An extract from the 3YRDP is attached.*

Conclusion

The hybrid library of today sends a clear message. Our library of yesterday still exists, but the key question is not where we come from, but where we go to. There is a saying: *You can't cross a chasm in two jumps*. A 3YRDP offers the bridge to cross the chasm between today and a preferred future position for the library. It is an interface between library and university management and creates the junction where management and leadership minds can meet.

THREE YEAR ROLLING DEVELOPMENT PLAN (3YRDP)

STRATEGIC INDICATORS	YEAR 1	YEAR 2	YEAR 3
1. BUSINESS MANAGEMENT			
<u>1.1 Cost management</u>	1.1.1 The cost-effectiveness of services, products and service levels, are quantified, negotiated and contracted.		
<u>1.2 Information sources management</u>	1.2.1 A justified strategic plan for spending is in existence.	1.2.3 A plan to expedite the transition from paper to electronic sources, in operation.	
	1.2.2 An accountable commercial purchasing process is in place.		
1.3 Space Management	1.3.1 A solution for lack of space is contracted with Top Management.		

STRATEGIC INDICATORS	YEAR 1	YEAR 2	YEAR 3
	1.3.2 Depreciation of equipment goes hand-in-hand with system-based budget for replacement.		
	1.3.3 A long term space management programme is created and adhered to.		
1.4 Information technology management	1.4.1 A quadruple partnership between the School for IT, the department IT and Telematic Teaching is in operation.		
1.5 Risk management	1.5.1 A plan, which protects the assets of the AIS against thefts and damage, is applied.		
	1.5.2 Strategies to protect intellectual capital against losses of both leadership and professional know-how, are in place.		
1.6 Management of partnership	1.6.1 A high profile role player within the virtual information business is identified with a view to benchmarking.		

STRATEGIC INDICATORS	YEAR 1	YEAR 2	YEAR 3
1.7 <i>Management mechanisms</i>	1.7.1 A management information system is developed in order to optimize resources.		
	1.7.2 A business unit exists to generate additional funds and to operate commercial partnerships.		
1.8 <i>Stakeholders</i>	1.8.1 Strategic positioning an management enables the library to create its own future and realize its objectives.		
1 2. CLIENT SERVICES			
2.1 <i>Differentiated Service</i>	2.1.1 Services to deliver paper and/or electronic information packages to pre-graduate students are contracted.		
	2.1.2 Primary clients with advanced information needs to receive a personal contracted information service.		
	2.1.3 Client relationship management has been investigated and implemented (CRM).		

STRATEGIC INDICATORS	YEAR 1	YEAR 2	YEAR 3
	<p>2.1.4 With due allowance to the programme agreements between UP and Partnerships that manage Deliveries, an equivalent service is rendered to telematically educated students.</p>		
<p>2.2 Virtual Information Service</p>	<p>2.2.1 The web as the primary delivery mechanism is in place, reliable and integrated and accommodates all other essential information services (see 3.2.2)</p>		
	<p>2.2.2 Information specialists are allocated to/appointed to faculties/schools/academic programmes in order to integrate services and processes.</p>		
<p>2.3 Knowledge management practices of clients</p>	<p>2.3.1 The knowledge management practices of clients are supported by</p> <p>2.3.1.1 The development of a knowledge portal.</p> <p>2.3.1.2 Supporting e-publishing of our clients.</p> <p>2.3.1.3 Support of communities of Practice (COP's).</p>		
<p>3 INTERNAL WORK PROCESSES</p>			

STRATEGIC INDICATORS	YEAR 1	YEAR 2	YEAR 3
3.1 Optimization of processes	3.1.1 Core business processes are rationalized, streamlined and where applicable, computer-based in order to render an uninterrupted one-stop service.		
3.2 IT-deployment	3.2.1 Bottlenecks in the electronic connection with national and international networks for academic information are eliminated.	3.2.2 The IT infrastructure, which makes web delivery possible, is in place.	
Resources management	3.3.1 Create IMPS (Information Management and Procurement Service (IMPS), (Back Office) to ensure optimum support to key clients based service.		
HUMAN RESOURCES MANAGEMENT			

STRATEGIC INDICATORS	YEAR 1	YEAR 2	YEAR 3
4.1 Human resources strategy	4.1.1 Human Resources development plan is in place.		
4.2 The role of the information specialist	4.2.1 The role of the Information Specialist is adapted to include the pursuit of knowledge management practices.		
4.3 Renewal project teams	4.3.1 Project teams are in place to implement renewal objectives.		