



Supporting research, teaching & learning in a decentralized & centralized environment.

Integration of Information Services into University Infrastructures

7th Frankfurt Scientific Symposium: 12.10.2007 -
13.10.2007

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Lund University

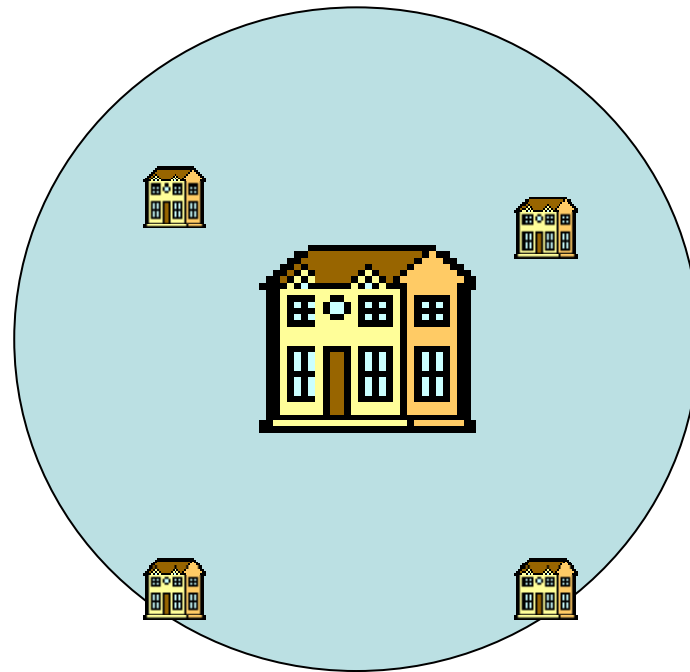


Centralized library structure I





Centralized library structure II





Scandinavia's Largest University



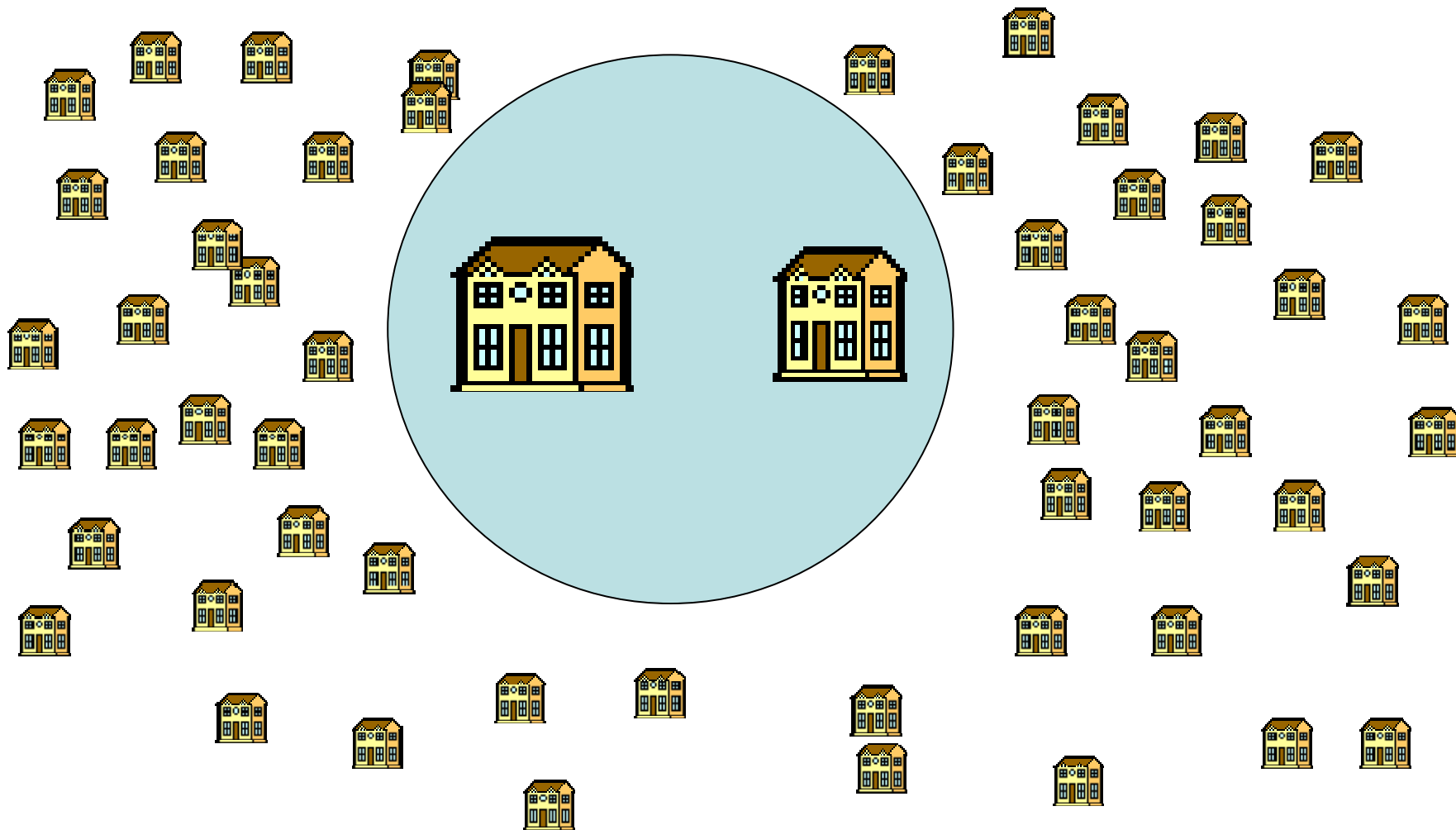
- Founded in 1666
- 40,600 students
- 2,700 postgraduate students
- 5,500 employees (46% women)
- 570 professors (14% women)
- Eight faculties
- Several specialised schools
- 4,996 SEK million turnover



Library Structure before the changes

- University Library, central (main) library, UB1 and UB2
 - Cultural heritage collections, legal deposit
 - Library services for the faculties based on contracts
- +/- 90 department libraries
 - funded and operated by faculties/departments
 - huge differences in service levels
- University Librarian and Library Board had only authority over University Library, but not over department libraries

Lund University library structure before the reorganization





The Drivers for change: Specific

- Dissatisfaction expressed by faculty leaders (deans etc.) towards the central library services and the (lack of) development of digital library services
- Widespread development of decentral (faculty/departemental) library services
- Demands for more up-to-date and cost efficient library services and for university wide solutions.



Primary goals of a New Library structure

- Implementation of minimum service levels (standards) for libraries
- Development of digital library services
- Cost efficiency & transparency
- Focus on the needs of students



Important features of a new structure

- Establishing the library structure as a network of libraries.
- Faculties, departments & research centers operate and fund libraries in their specific area.
- The University as such funds the Head Office and the University Library (central funding)

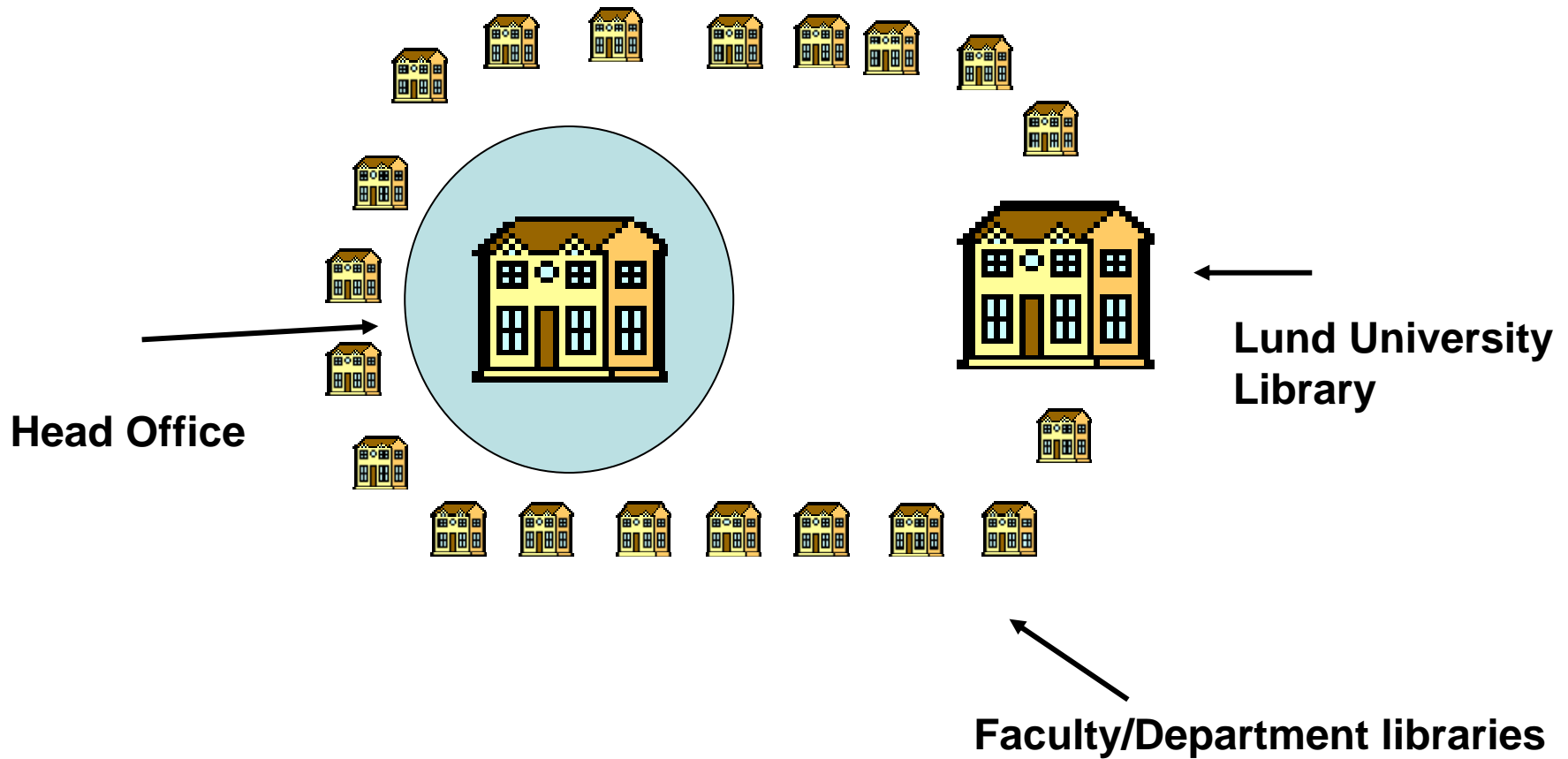


The new structure

- Lund University Libraries as a network of libraries
 - +/-20 Faculty or Department libraries
 - University Library: Cultural heritage, special collections and deposits
 - Library Head Office: management and coordination of the network of libraries, development of the digital library, services to research, teaching & learning



Lund University library structure after the reorganization





Faculty & Department Libraries

- Managed, funded and operated by faculties and departments
- Day-to-day library services
- User training
- Providing work facilities and work space for students
- Engaged in support for teaching & learning
- Engaged in e-publishing support, counseling & advocacy
- Moving towards bigger units
- Close to the end users

Lund University Library



- Swedish Print – Legal Deposit & Lending
- Special Collections
- Manuscripts
- Managing collections in remote locations
- General Service Point
- Digitization Activities



The Library Head Office

- Policies, Standards, Common Projects and Activities, Cooperation in the Network
- Operating the Library Automation System
- Management of E-resources
- Developing digital library services
- E-publishing (Institutional Repository)
- Scholarly Communication – Open Access
- Bibliometrics – Research Assessment
- Support for Teaching & learning



Centrally funded units

- Library Head Office
 - Management, infrastructure, digital library services and development
- University Library:
 - Cultural heritage, special collections, Swedish imprints, deposits and services generated from these collections

(central funds are deducted from the funding that goes to the faculties – taxing!)



The Library Head Office

- is the unit for management and coordination of the new network of libraries,
- operates the library automation system &
- operates and develops digital library services,
- developing services to support research
- developing services to support teaching & learning
- runs competence development programs
- 30 FTE (22 FTE centrally funded)



Division of responsibilities

- A **Library Board**: policymaking, standards etc.
- A **Library Council (heads of faculty/ department libraries)**: advising the Director of Libraries
- The **Director of Libraries**: responsible for the library services in general
- **Library Head Office** – executive unit: infrastructure, development, support & coordination

Specific problems in the reorganization process



- The reorganization generates a number of issues to deal with:
 - downsizing university library creates stress and tensions
 - reallocation of staff (+40 FTE staff have been reallocated from the university library to faculty libraries)
 - competence development in high demand
 - reallocation of funds

Specific issues in a decentralized environment



- faculty/department libraries want an independent profile and specific visibility – **autonomy!**
- the funders want **efficiency!**
- **common guidelines, standards and rules** (decided by the Library Board) are needed – however these can only be implemented if they are born in a climate of **debate, consultation, involvement and negotiation**



Collection development & management before the reorganization

- Lack of coordination
- Each unit took care of collection management based on their own specific needs
- This might work in a non-digital environment
- But: in an emerging digital environment there is a strong need for coordination



Collection building & management in the old structure

– summary

- Lack of overview of spending
- Insufficient funding for E-resources
- No explicit policy for access
 - Department, faculty or campus wide
- Lack of decision making information as to the potential benefits of package deals

But:

- Room for improvements!!

Collection management: Changing the organizational setup



- Integration of collection development and access strategies
- Reallocating resources
 - from selecting & processing print to handling digital resources
- Reallocating staff

Collection Development & Management in the new structure



- Goals, Principles & Policies
- Acquisition of monographs and course material (print)
- Digital library resources (databases, journal package agreements, e-books etc.)
 - Subscriptions to databases
 - Subscriptions to journals
 - Administration of journal subscriptions



Collection Development & Management in the new structure - Goals:

- Promote end user influence by **involving** library committees and faculty/department librarians (subject specialists)
- Value for money - **Create synergy** – $1+1=3$ - Much more for a little bit more!
- **Facilitate** remote access
- **Reduce** duplicates & uncontrollable labels
- **Reduce** handling costs



Collection Development & Management in the new structure - Principles & Policies

- Digital resources are general resources – thus central funding should apply
- University wide access
- Journals: **electronic versions** where possible
- Promote **Open Access** resources and university based publishing



Collection Development & Management in the new structure - The primary challenge:

- Managing the transition from printed to digital information
- Handling the reallocation of funds
 - How to convince the faculties that more central funding (taxing!) should go to general digital library resources
- The answers:
 - Faculties have influence on the selection
 - Transparency in funding
 - Easier access to more information resources



Collection Development & Management

- Division of labour:
 - Responsibilities of the Head Office
 - Responsibilities of Faculty & Department Libraries
- Involvement, Negotiation and Selection
 - Library Councils (Faculty/Department level)
 - Committee for Digital Resources
- Funding

Acquisition of monographs and course material



- Responsibility of the **faculty/department libraries**.
- Paid by faculties/departments.
- Decided by the library councils at faculties/departments (end user involvement)
- Handled by the faculty/department libraries



Digital library resources

- Digital library resources (databases, journal package agreements, e-books etc.)
- Decision making/selection:
 - Responsibility of the Committee for Digital Resources (1 member appointed by each faculty)
- Funding:
 - Centrally
- Handling: The Library head Office



Subscription to databases:

- Selected and decided by the Committee for Digital Resources
- Centrally funded.
- Managed by the Head Office: supplier contacts, access management, authorization, payments, local help desk etc.



Subscription to journals:

- Electronic subscriptions are the rule as a matter of policy
- Electronic journals in package deals are subject to central funding
- Subscription to printed journals are paid by the faculty/department



Administration of journal subscriptions:

- The Head Office takes care of:
 - management, administration, communication with subscription agent, payments etc.
 - Activating electronic access to p&e subscriptions are handled by the Head Office
- Faculty/department libraries takes care of print journals:
 - Issue handling and claims
- 1 (one) Subscription Agent (mandatory)



The results so far:

- Huge increase:
 - in central funding for digital resources
 - in subscriptions to electronic journals
- Considerable reductions in print subscriptions, duplicates and uncontrollable labels
- Increased commitment from the faculties for the (digital) library services
- Increased awareness as to problems in scholarly publishing and of the importance of Open Access
- Cheap and efficient handling of digital resources incl. access management
- Reduction of handling costs and overall media costs



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ELIN: Electronic Library Information Navigator integrates data from several publishers, databases and e-print open archives.

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- You can download bibliographic data in other formats, e.g. for EndNote or Reference Manager
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One stop shop for accessing journals, databases, e-books etc. - 15.000+ journals, 40 million+ records – used by 30+ libraries in 8 countries



Central funding for digital library resources

- 2001 400,000 Euro
- 2002 1,500,000 Euro
- 2003 1,900,000 Euro
- 2004 2,000,000 Euro
- 2005 2,300.000 Euro
- 2006 2.500.000 Euro
- 2007 2.700.000 Euro



There are problems still

- Selecting digital resources:
 - Making priorities
 - There are limits for central funding
- So far the big deals have got priority
 - But the era of the big deals is running out – what then??
- E-books are coming in

Implications of the re-organization of collection management for other services



- The rapid growth in accessible e-resources and the easy access has raised the confidence to the library and its staff – We are delivering!
- Reduction in handling costs has made resources available for other services



Change.....

- Changes in the proximity of academic libraries:
 - Changes in how research is conducted, communicated etc.
 - Changes in teaching & learning
 - More focus on evaluation, performance, outcomes and competition



Supporting research, teaching & learning

- Integration of content, services & staff in the core processes – research, teaching & learning
- Collaboration:
 - new services developed in collaboration with researchers, teachers & students
- Not formally required by the University management!
- Permission & forgiveness
- Library Head Office & Faculty Libraries working together



Supporting research

- Registration and archiving research output
 - Institutional repository
- Disseminating research output
 - OAI-MHP etc.
- Research Evaluation support
 - Bibliometrics
- Marketing the department, the university
- Facilitating changes in Scholarly Communication



E-publishing service

Lund University Publications

Lunds Universitets Bibliotek

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Welcome to Lund University Publications

Here you can register and archive your publications. Please log in using your LUCAT ID and LUCAT password.

[First time users](#)

Login

Password

New Institutional repository software to be launched Monday



Scholarly communication

- Initiate, support and engage in new activities in scholarly communication:
 - Lobbying locally, national and internationally for Open Access
 - Dealing with Intellectual Property Rights issues
 - Implementing low barrier technologies
 - Open Access publishing & aggregation

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Newsflash: The INSPEC database added to the Journal Info service.

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Journal Info

Advances in Environmental Research

ISSN: 10930191

Publisher: ELSEVIER SCI LTD

Homepage: <http://www.sciencedirect.com/science/journal/10930191>

Subject: Environmental studies (General)

First published year: 1997

Reader accessibility

✗ Open Access: No

✗ Hybrid: No

Alternative journals with Open Access:

[Current Science](#)

[Environmental Health Perspectives](#)

[Water SA](#)

[Annals of Agricultural and Environmental Medicine](#)

[more alternative journals ...](#)

Cost

✗ Subscription price per article: [\\$6.17](#)

✗ Subscription price per citation: [\\$8.16](#)

✗ Profit-Status: [For-Profit](#)

Quality

✓ Databases indexing the journal: Compendex

✗ FRIDA score: [Low](#)

✓ ISI impact factor: [Available to Journal Citation Report subscribers](#)



Supporting research - new staff mix

- The Library Head Office
- Department of Scholarly Communication
- Head: Researcher
 - Bibliometric programmer
 - Post-doc bibliometric researcher
 - Intellectual Property Rights expert
 - 3 dedicated librarians



Supporting teaching & learning

- The changes in educational processes & technologies
 - Problem based learning
 - Distributed, distance & e-learning
 - ICT-based learning
 - Managed Learning Environments



Supporting teaching & learning

- Information literacy
- Integration of LIS in Managed Learning Environments
- Developing tools to facilitate cooperation/collaboration between teachers & librarians
- Contribute to development of teaching & learning



Teaching & learning support - Activities & services:

- Information literacy tools
 - On line tool for self test
 - Digital objects for user training
- MyCourseLibrary
- Plagiarism
- Integrating libraries in course planning – the Bologna process
- Support for thesis writing
- Re-engineering production of course literature
- Digital course packs



Är du medveten om att din förmåga att söka och hantera information har betydelse för dina studieresultat? Varför söka i licensierade databaser när det finns Google? Vilka regler gäller när man använder vetenskaplig litteratur?

Hur bedömer man om en artikel är vetenskaplig? Hur bedömer man om materialet på internet är trovärdigt? Testa nivån på din egen informationskompetens och få tips om hur du kan förbättra dina studievänor.

Den danska förlagan UB-testen är utvecklad i samarbete mellan:
DEff-Danmarks Elektroniske fag- og Forskningsbibliotek, Københavns Universitet, Syddansk Universitet og Universitetsbibliotek & Københavns Universitetsbibliotek



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My Course Library

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My Course Library is a simple solution for giving students access to course related library and information resources. Teachers and librarians by using My Course Library can present structured and commented information to their students, in a simple and effective manner.

Would you like to use My Course Library? Contact your [faculty](#) or [department library](#).

Through My Course Library students at Lund University are offered tailor-made quality controlled information resources relevant to their particular studies.

Does your course have an electronic course library? Contact your library!

My Course Library is maintained by Lunds University Libraries, Head Office.
Please direct questions and comments to: mittkursbibl@lub.lu.se.

MyCourseLibrary – Tool for communicating course information, course literature etc.

Implemented on the majority of courses

Platform for cooperation between teacher & librarian

KVG531 Quaternary climate and glaciation history

LU > LUL > All Course Libraries

Welcome to your list of course literature on the net!

Get information about your course literature and compendiums by following the links below. You have also the possibility to request course books etc.

We hope that you will enjoy it!

Best regards, The Geolibrary

The Geolibrary, Lund University Libraries and Catalogues

- The Geolibrary [i](#)
- Laneexpedition@geobib.lu.se
If you have questions concerning the library, your loans, etc. feel free to email us at this address.
- LUB - Lunds universitets bibliotek [i](#)
- Libris [i](#)
- Lovisa - Lund University Library Catalogue [i](#)

Course literature (compulsary)

- Björck, S.:
The late Quaternary development of the Baltic Sea (unpublished report)
- Selected reading: Reconstructing quaternary environments /
J.J. Lowe, M.J.C. Walker. - 2. ed. - Harlow :
Longman, 1997. 446 pp. [i](#)

Lecture notes: Dan Hammalund

- The lecture the 6th of November, ppt-file (powerpoint).
- The lecture the 8th of November, ppt-file (powerpoint).
- The lecture the 13th of November, ppt-file (powerpoint).
- The lecture the 14th of November, ppt-file (powerpoint).

Lecture notes: Svante Björck

- The lecture the 23rd of November, ppt-file (powerpoint).
- The lecture the 24th of November, ppt-file (powerpoint).
- The lecture the 27th of November, ppt-file (powerpoint).

Lecture notes: Per Möller

- The lecture the 14th of November (Eurasian Ice Sheet A), pdf-file.
- The lecture the 14th of November (Eurasian Ice Sheet B), pdf-file.
- The lecture the 22nd of November (Laurentide Ice Sheet), pdf-file.

Seminar A: The 16th of November

- Instructions

Supporting teaching & learning – staffing issues



- Understand of the learning process
- Understand teaching & learning technologies
- Serving distance learning requires technical competence
- More focus on pedagogical credentials.
- The Library Head Office:
 - Department of Teaching & Learning Support:
 - pedagogic developers etc.



Strategic issues for libraries – the agenda for the near future

- Reorganization/Reallocation
- Staff mix
- Scholarly Communication
- Dependence – Independence



Requirements

- Management:
 - Re-organization
 - Re-allocation
 - Re-orientation
- Staff Qualifications
 - Technology literacy



Additional skills required

- Meeting new challenges with new skills:
 - good pedagogic skills
 - practical knowledge of computing
 - Understanding:
 - technologies and the potential in these
 - digital information products, the legal issues etc.
 - impact of technologies on research, teaching & learning
 - users (especially the new generation of users)

Transformation of the roles of the library



- From collection building & management
- to facilitation of research, teaching & learning by
 - changing our workflows
 - adapting technologies,
 - integrating information resources,
 - developing new services,
 - building stronger relations to researchers & teachers
 - supporting changes in scholarly communication



The Network of Libraries – Pro & Cons

- Cons:
 - Not necessarily the cheap way of running library services – on the other hand: The libraries are providing a lot more than library services
 - Not always obvious who is responsible for what, can generate intense discussions, issues can fall between chairs – on the other hand: This gives opportunities for entrepreneurship



The Network of Libraries – Pro & Cons

- Pros:
 - The decentralized structure and the close cooperation & communication between faculty libraries and the research and education environment at the faculty level cater for lots of ideas, projects for improved services, which in turn inspires other libraries and the network as such
 - Constant development and improvements in services & applications based on input from the faculty librarians



The Network of Libraries – Pro & Cons

- Pros:
 - The structure with the network of libraries is very sensitive to needs and demands from users (researchers, teachers & students)
 - Being closer to the research and teaching & learning processes give the libraries and the library network opportunities to bring the competencies & knowledge in play to produce ideas and proposals to make the primary processes (research, teaching & learning) more efficient and productive.



The Network of Libraries – Tangible Benefits

- Media Costs 2001-2006:
 - Centralization of management, provision and funding of e-resources (e-journals, databases, e-books etc.)
 - 2001: 0.5 mill \$
 - 2006: 2.5 mill \$
 - Total costs – all media (print & electronic)
 - 2001-2006: reduction by 1%!!
 - Reduction of handling costs excluded!



The Network of Libraries – Tangible Benefits

- The Library Head Office and the Faculty Libraries involved in
 - E-publishing
 - Bibliometrics & Research Assessment
 - Support to teaching & learning
 - Close cooperation between faculty librarians & teachers/students in regard to (digitized) course literature
 - Improvements in Information Literacy Projects
 - Implementation of the Bologna-process
 - Much more than Library Services!



In conclusion

- The new structure has made it possible to
 - Not only make the traditional processes of importing scientific information to the university more up-to-date and cost-efficient
- But as well demonstrate that the qualifications of library (and increasingly other) professionals can add significant value
 - to dissemination and communicating ("exporting") the research results produced by the university
 - to teaching & learning processes by facilitating closer cooperation between teachers & librarians
 - to research assessment & decision making
 - by raising awareness in regard to scholarly communication issues in Lund & elsewhere



Thank you for your attention

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