

# Research on New Trend of Library Organization and Management of Colleges and Universities

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**Abstract**—The libraries of colleges and universities must develop innovation organization and management to cope with the demand for new services. Based on Ithaka S+R's organization work of the research library report, we could see many new trends for the research of library organization work, for example, the flexibility and agility of organization structure, the open and transparency of organization strategy, the innovation and transformation of organization culture, the outreach of organization function, and the interaction of organization technology. This report give much enlightenment for domestic libraries of colleges and universities on organization.

**Keywords**—Libraries of Colleges and Universities, Organization Work, Organization Structure, Organization Strategy, Organization Environment

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Ithaka S+R is a non-profit service organization which is dedicated to leading economic and technological innovation through academic research. The organization focuses on two major areas of research: “educational transformation” and “library and academic exchange”. In order to promote the vigorous development of colleges and universities in the environment of emerging technologies and new academic exchanges, help academic communities to use digital technology to preserve academic records and achieve sustainable development of teaching and research. Cooperating with foundations, libraries, publishing houses, universities and other cultural institutions[1], Ithaka S+R periodically publishes research reports on the subject of “library and academic exchange”. These reports have important reference significance for the decision-making and planning of libraries and other information specialized agencies and have been chosen by some international famous conferences and reports. In the library trend forecast and future outlook articles written by well-known domestic scholars (such as Towards the Third Generation Library by Wu Jianzhong and Natural Selection of the Fittest Survives by Chu Jingli [2~3]) the source cited the findings of Ithaka S+R survey is also often seen. It can be seen that the research report on Ithaka S+R “Library and Academic Exchange” is not only passive feedback on the development trends and foreseeable trends, but also triggers more extensive discussion, analysis and action in the international library community while providing strategic reference information.

## I. A BRIEF INTRODUCTION TO THE ORGANIZATION AND MANAGEMENT OF LIBRARIES OF COLLEGES AND UNIVERSITIES

Organization management refers to the process of classifying and combining various business activities necessary to achieve organization goals, dividing different management levels and departments, authorizing managers at various levels and departments, and specifying the coordination relationship between these levels and departments. Organization work changes dynamically with changes of the internal and external environment and organization goals. Ithaka S+R believes that libraries of colleges and universities around the world are undergoing a subversive transformation. E - books, sharing, opening, association, characteristic services and social participation explain the new features of libraries in the new era. In order to support this strategic transformation, libraries need to develop innovative work organization models to tap their potential as campus cooperation centers and knowledge centers supporting teaching and research[4]. As a result, Ithaka S+R takes the organization of libraries of colleges and universities as a topic and conducts empirical research. The research was carried out through telephone interviews with 18 university librarians. In terms of interviewee, Ithaka S+R specially chose curators of libraries with a certain organization scale and able to reflect organization complexity. In terms of interview content, Ithaka S+R focused on those organization structures undergoing changes or were in the pilot phase, as well as the unique opinions of curators on the leadership model, decision-making model and organization structure. In terms of interview method, Ithaka S+R chose semi-structured interview methods, in addition to asking a series of prepared questions on the reminder list, encouraging interviewees to think deeply about organization leadership and organization structure from the perspective of their unique leadership experience. Interviewers could also conduct more free dialogues to discuss the problems according to the interviewees' preferences[4]. Finally, through data collection and analysis before, during and after the interview, Ithaka S+R “Organization Management of Libraries of Colleges and Universities” report was officially released on August 18, 2016.

The report mainly reveals five aspects[4]: (1) Combing the common organization and leadership modes of libraries of colleges and universities, including five modes of sub-department responsibility, service point, joint librarian, agency and self-organization team, and expounding the characteristics and application scope of different modes; (2) Analyzes the division of labor among different roles in the leadership team of libraries of colleges and universities, including the responsibilities of

deputy curators, department leaders and middle managers, and the key points of performance evaluation. (3) Define the responsibilities and priorities of senior leaders. Curator, Deputy Provost / Assistant Provost are common titles of senior leaders in libraries. The difference between them is that Curator's job operation is relatively more independent, while Deputy Provost / Assistant Provost needs to report to Provost regularly and frequently. The main responsibility of senior leaders in libraries is to establish a vision and lead libraries to move forward towards the goal vision. (4) Clarify the three major problems that need to be urgently solved in the organization work of libraries of colleges and universities, including collection evaluation, service extension and development, and organization change based on information technology. (5) Explore the two ways to restructure the work of libraries of colleges and universities, one is direct, that is, to promote restructuring by targeting the problems and direct challenges to be solved by various departments and units, and the other is indirect, that is, to reconsider the connection between various parts of the library by taking advantage of the rare opportunity brought by organization restructuring.

## II. IMPLEMENTATION STRATEGY BASED ON THE NEW TREND OF LIBRARY DEVELOPMENT OF COLLEGES AND UNIVERSITIES

### A. Establish Systematic Development thinking of Library Organization of Colleges and Universities

Organization environment, organization strategy, organization structure, organization culture and organization technology are the five contingency factors that affect organization work. Among them, organization environment is divided into internal environment and external environment, which refers to the natural and social factors directly related to the individual decision-making within and outside organization boundaries, while organization culture and organization technology are prominent elements in the internal environment of the organization. There is a two-way and complex cooperative evolution relationship between organization environment, organization strategy and organization structure. On the one hand, organization environment plays a decisive role in organization strategy, and changes in organization environment affect the ones in organization structure through strategic design and implementation. On the other hand, the change of organization structure and the improvement of overall efficiency can create preconditions for the organization to conceive and implement new strategies, thus affecting the organization environment[5]. The organization work of libraries of colleges and universities must be carried out on the basis of the organization environment (including culture and technology characteristics in environment), organization strategy, organization structure system and contingency development thinking, so as to: (1) master the main methods of organization environment analysis (such as SWOT analysis and PESTN analysis), and have a deeper understanding of the current situation and competition pattern of library industry of colleges and universities through environment scanning, environment monitoring, environment prediction and environment evaluation, so as to form a scientific prediction of external development planning. (2) Organize library work according to the service category, resource allocation, synergy effect and competitive advantage in the strategic development plan, and form an organizational structure suitable for the strategy. (3) Pay attention to the correlation dimension between organization contingency factors and realize close coordination and linkage development among organization environment, group strategy and organization structure.

### B. Establish a Flexible Task-Based Organization from Organization Strategy

Task - based organization is a closed-loop system based on "strategy - goal - task" and flexible application of Objective and Key Results management tools to management practice[6]. Flexibility is the most essential characteristics of task-based organization. First, task-based organization agrees that a organization is not a machine, but more like an organism which can change structure, role and process to respond to and adapt to the environment[7]. Accomplishing tasks derived from organization strategies and objectives is called flexibility. Secondly, the task-based organization emphasizes decentralization, employee participation and innovation, which reflects the flexibility and innovation vitality of the organization to the greatest extent. Finally, the task-based organization is a temporary system with adaptability and rapid change, which is deployed from different fields around task solving. It can exist in stages according to strategic tasks, and it can be reintegrated into traditional organizations and more flexible. In the process of organization reform, libraries of colleges and universities should consider the adaptability of task-based organization model and traditional organization model to the organization on the basis of following reality, such as adopting the latter for procedural tasks and the former for non-procedural tasks. In the process of implementing the task-based organization model, libraries of colleges and universities should pay attention to: (1) push the medium-term goals and more objective and specific annual goals from the perspective of library's strategic vision; (2) implement the annual task execution, further decompose the key tasks, and establish the minimum combat unit divided by tasks; (3) continue to track, evaluate and adjust the implementation of tasks, and complete agile projects through small iterations on a quarterly or other specified time span frequency.

### C. Taking Innovation as the Motive Force to Realize Librarian's Self-Driving and Development

The organization structure must be people-centered while focusing on task solving. The innovative ability of knowledge employees will determine the effectiveness of the implementation of the organization innovation-driven development strategy. Therefore, libraries of colleges and universities must understand how to make the organization and system inclusive of innovation so that librarians can maintain their learning ability and creativity, and finally realize the strategic transformation of library innovation-driven through librarians' self-driving and development. The strategic transformation needs to go through roughly four stages: innovation pioneer in initial stage, team ambition in steady promotion stage, cooperation in rapid expansion stage and strategic transformation in integration and development stage. In the initial stage, libraries of colleges and universities need to establish a common vision of innovation and development, decentralize innovation spirit and innovation ability to grass-roots librarians through the demonstration role of the leadership team, and establish an innovation-driven organization atmosphere. In the stage of steady promotion, libraries of colleges and universities need to communicate closely,

strengthen sharing, and form an innovative knowledge network while librarians accumulate innovative knowledge and improve innovative skills. In the stage of rapid expansion, libraries of colleges and universities need to coordinate and promote the innovative cooperation and efforts among librarians to help librarians accomplish tasks that cannot be solved by their personal strength. In the stage of integration and development, libraries of colleges and universities need to solidify the experience and best practice model of the early strategic transformation in the form of principles and norms, integrate and develop innovative resources inside and outside libraries, and form an innovation-driven transformation that subverts organization development.

#### *D. Promote High-Performance Organization with Open and Transparent Communication Culture*

Open and transparent communication culture is an organic component of almost all high-performance organizational culture. Whether it is high-level collaboration or high-performance management, it must be premised on an open and transparent communication culture. The open and transparent communication culture is characterized by a combination of upward communication, downward communication and parallel communication, a multi-directional communication mechanism combining formal communication with informal communication, a unified information communication network and information storage platform, employees' active claim to organizational tasks, etc. To establish an open and transparent communication culture within the organization, libraries of colleges and universities should focus on strengthening the following arrangements: (1) Form a common belief in the goal strategy within the organization and build mutual trust between library leaders and leaders, leadership teams, and between libraries and other campus cooperation departments; (2) Establish communication standards, strengthen communication training, change communication awareness, develop all-round communication channels, develop an efficient cooperation platform for team management, and take tasks as the main line to manage information, documents, meeting minutes and problems related to tasks, so as to realize full view management of tasks.

(3) Deeply analyze the main obstacles in organization management communication, including obstacles caused by media forms of information transmission (such as language obstacles and improper communication methods), as well as objective obstacles in organization communication (such as obstacles caused by excessive downward and space distance), clarify communication obstacles, improve organization efficiency and achieve organization goals efficiently.

### III. ACKNOWLEDGEMENT

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