Changing Role of Libraries and Librarians

Gulcin Cribb

University Librarian

Singapore Management University

- Created in 2000
- Focused on grooming graduates for the "World of Business and Management"
- 6 Schools: Business, Accountancy, Economics, Social Sciences, Information Systems and Law
- 9000 students, of which 7500 Undergraduates
- 360 faculty members
- Holistic education: small class sizes, compulsory community service and internships, active student life, 86% overseas exposure
- Blended and experiential learning

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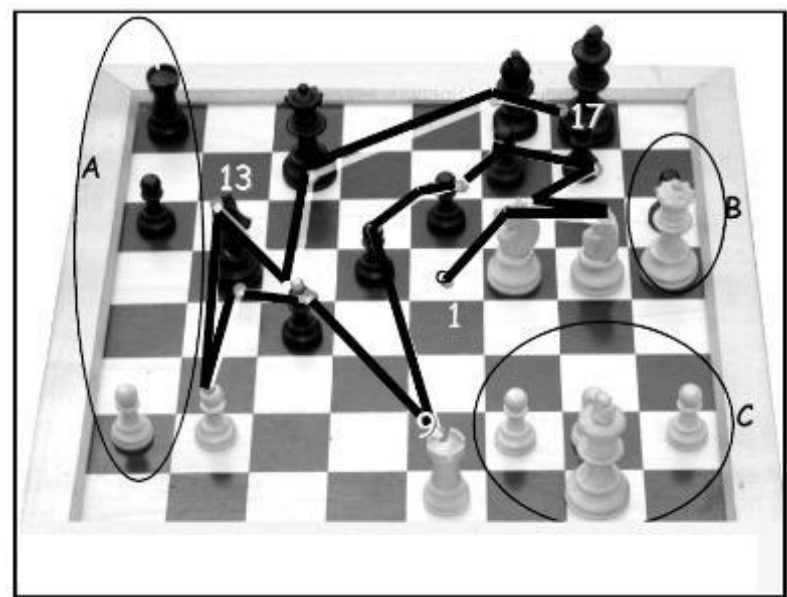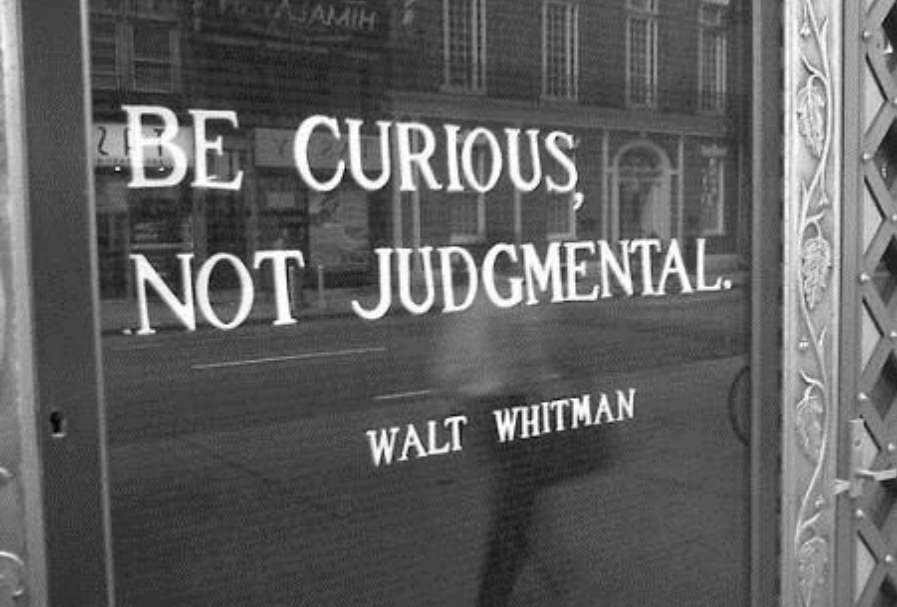SINGAPORE MANAGEMENT UNIVERSITY

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Challenges or Opportunities

- Market share
  - Role of the Library in the business of the University and in the workflow of academia

- Talent management,
  - Recruitment
  - Development
  - Recognition & Reward
  - Retention
  - Redeployment

- Re-engineering

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Top Skills for Tomorrow's Librarians | Careers 2016

- **Advocacy/Politics**
- **Collaboration**
- **Communication/People Skills**
- **Creativity/Innovation**
- **Critical Thinking**
- **Data Analysis**

- **Flexibility**
- **Leadership**
- **Marketing**
- **Project Management**
- **Technological Expertise**
- ***Entrepreneurship***

http://lj.libraryjournal.com/2016/03/featured/top-skills-for-tomorrows-librarians-careers-2016/#_

Our Passion, Our Commitment, Your Advantage

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BE CURIOUS, NOT JUDGMENTAL.

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Talent Management for SMU Libraries: A Framework

Examples

- Coaching and Mentoring training
- Leadership programmes for **emerging young leaders** and others, local and overseas
- Graduate Librarian programme (FYE scheme)
- Advanced Team Management
- Learning Circle
- Research Skills programme with NTU
- A Day in the Life of…. (collaborative activity)
- Various **Team Building** activities, on-site and off-site
- Generous and extensive staff development, training and mentoring opportunities, e.g. study tours to other countries and universities
- Lean Six Sigma, Green Belt projects

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Agile Management – 5 ways

- Use **peripheral vision** – monitor trends, innovations, anticipate the new, practice scenario planning

- Encourage **dissent** – encourage debate, allow assumptions/beliefs to be challenged

- Experiment – **experiment**

- **Simplify & flatten** – push decision making to the front line, utilize outsourcing for scalability of resources

- **Act quickly** – practice '**active waiting**' keep costs under control, manage resources so that when an opportunity presents itself the organization can act
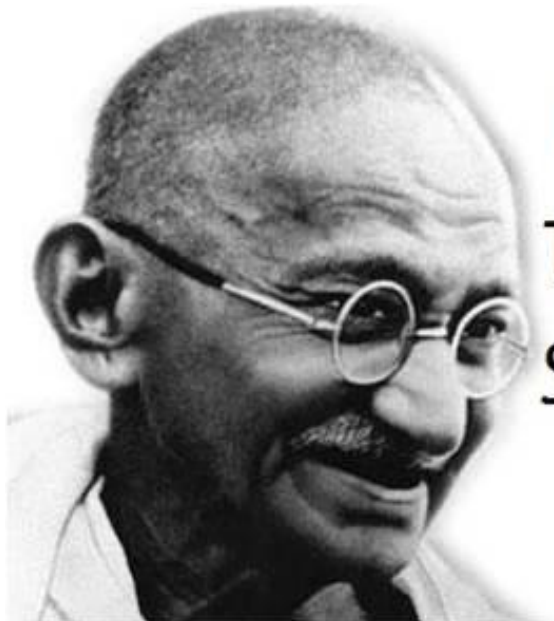
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Innovation and new……

- Autonomous project groups, buddy teams, peer learning
- Task Forces, Future Skills
- Pilot programmes or initiatives
- Semi- matrix organization
- Collaboration across the Library
- Collaborative initiatives across the University and external bodies
- **Be bold**

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"You travel faster alone, but farther together."

— **Michael Benanav,** *Men of Salt: Crossing the Sahara on the Caravan of White Gold*

Be The Change That You Want to See In The World.