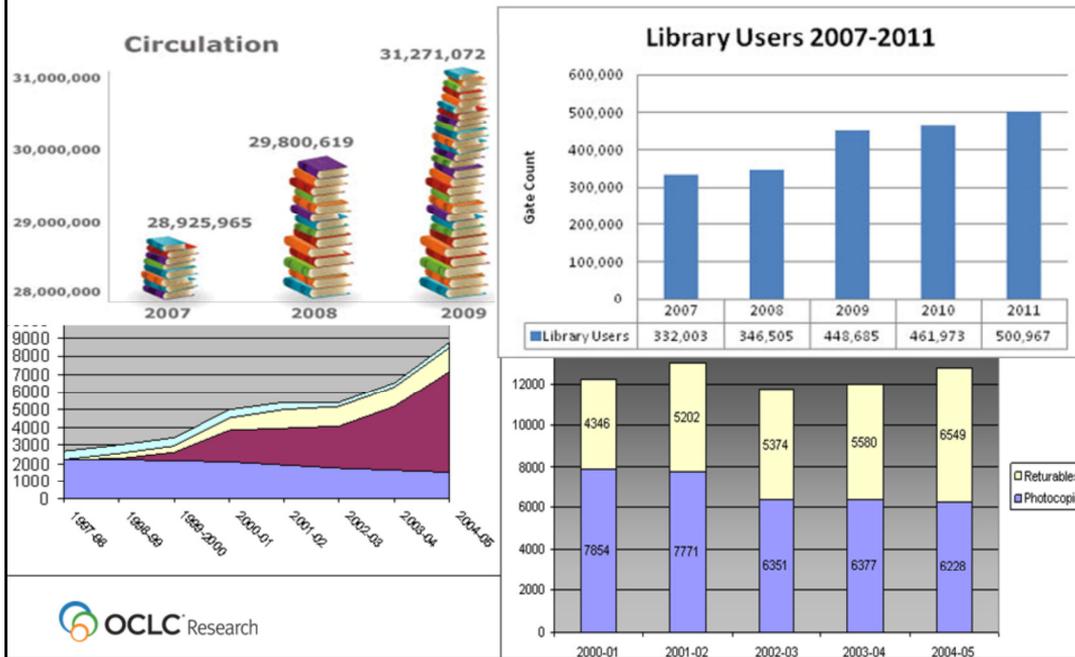




Let's take a closer look at Ranganathan's 5th law. At the time of Ranganathan, and during most of the 20th century, growth - in the very physical sense of the word - was a key issue. Memory institutions were growing rapidly in terms of more books, more staff and more readers.

A library is a growing organism



In the past century change was very much driven by growth and growth metrics were a way to measure success in tackling growth: kilometers of stack space; number of visitors; number of loans; budget spent on acquisitions; number of titles catalogued and books processed; number of staff members. With the years, the numbers grew and grew.

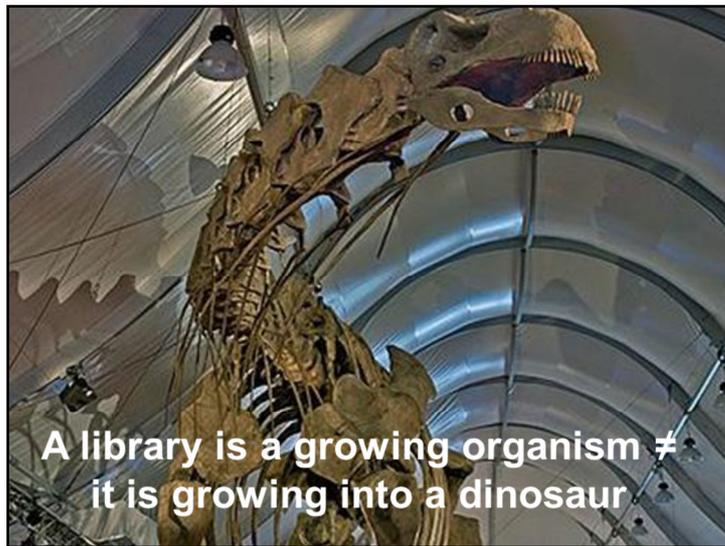
Backlogs and budget cuts led to frustration and job dissatisfaction of library employees.

Generally speaking growth was a justification for asking and getting more budget. And as institutions grew physically larger and their collections bigger, their sheer size gave them a right to continue existing – even in hard times of public spending cuts - because one does not just wipe away a building holding 50 km of books or archives.



But now, in times of change – when digital information has become more important than analogue information, we need to reconsider what growth means. We are also learning to look differently at growth. Not just at growth in a physical sense.

As Lynn emphasized, in her presentation, growth can be interpreted in many ways. For example not just as a growing number of staff members, but as a growing capacity of librarians – as information professionals - to adapt to the new digital environment. And the growing ability of library services to adapt to changing user behaviours.



“A library is a growing organism” does not mean that it is growing into a dinosaur! Growth is about adaptability and evolution.

So the better we are able to apply Ranganathan’s 5th law, the less likely we will grow into a dinosaur.

Adaptability is about asking the questions: what is driving change today? how do we address change? how do we measure that we address change successfully?

Supporting Change / Changing Support OCLC Research Library Partnership meeting Amsterdam, June 2014



<http://oclc.org/research/events/2014/06-10.html>

During our Partnership meeting in Amsterdam we discussed the changes that affect research libraries ... but let me first quickly explain what the OCLC Research Library Partnership is.

The screenshot shows the OCLC Research website. At the top left is the OCLC Research logo. To the right is a search bar labeled 'Search OCLC Research' and links for 'About Us' and 'Contact Us'. A dark blue navigation bar contains the following menu items: 'Activities', 'Innovation Lab', 'Partnership', 'People', 'News & Events', 'Publications', and 'Opportunities'. Below the navigation bar, the breadcrumb trail reads 'Research > Partnership > About'. On the left side, there is a vertical menu with links for 'Partnership', 'About', 'Partners', 'Join us!', and 'History'. The main content area features the title 'About the OCLC Research Library Partnership' followed by a paragraph explaining the partnership's origin in 2011. Below this are three sub-sections: 'A renewed commitment to the research library community', 'An investment in collaboratively designing our shared future', and a note about additional documents. On the right side, there is a 'Stay connected' section with a link to 'Our e-mail and discussion lists'.

The Partnership brings together over 150 research libraries from across the world, who have an interest in designing their futures together and to innovate their services. OCLC Research staff support the partnership by coordinating and facilitating the collaboration and providing expertise and networking capacity.

Supporting Change / Changing Support OCLC Research Library Partnership meeting Amsterdam, June 2014



<http://oclc.org/research/events/2014/06-10.html>

So in Amsterdam, where 80 of our members from the UK, Netherlands, US, Japan and Australia met, we discussed how libraries are supporting change and how they are changing their own support structures in doing so.

The changes that affect research libraries operate both at the research level and at the university level:

- 1) the changes in the research process (big data, more collaborative research, etc.) and the ways in which libraries are supporting eScholarship (embedded librarians, digitised collections as sources for DH research, research data curation, etc.);
- 2) the new imperatives of higher education around Open Access, Open Data and Research Assessment, and how they are impacting the roles of libraries in managing and providing access to e-research outputs, in helping define the university's data management policies, and demonstrating value in terms of research impact.

We then looked at how libraries are adapting to their new roles, how they are engaging in new alliances and are restructuring themselves to prepare for change in accordance with their strategic plans.

For a library, being a growing organism, it is all about changing support to support change. So what are research libraries doing to change support?

http://commons.wikimedia.org/wiki/File:All_18_Pentominoes.svg

Restructuring Research Libraries: Strategy and Value

Jim Michalko
OCLC Research

Libraries and Research: Supporting Change/Changing Support
12 June 2014

They are restructuring themselves. Jim Michalko, Director of the Partnership at OCLC, did some investigations, interviewing a selection of our partners and collecting organisational charts and strategic policy documents – to identify emerging strategies and structures; looking for radical shifts in library structures and plans to adjust to changes in research and higher education.

We were seeing some striking new combinations of managerial and organisational responsibilities such as:

- digital scholarship, digital preservation, digitization, and special collections
- metadata services, IT, systems and digital humanities
- university press, institutional repository and preservation/conservation

And we wanted to find out if there were patterns in these restructuring efforts. We had respondents from the US, Australia, UK, Canada, and the Netherlands.

Reorganized? Restructured?

radical, novel, innovative

–organization structures

–senior management portfolios in order to...

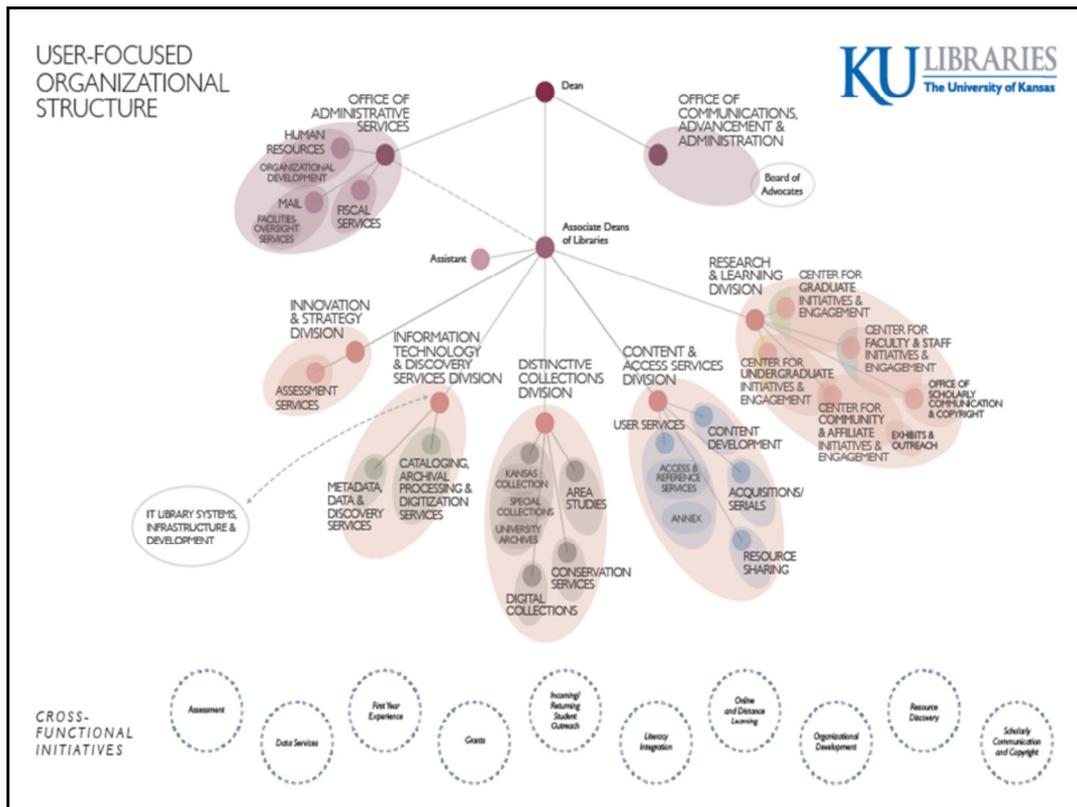
Structure

following

Strategy?

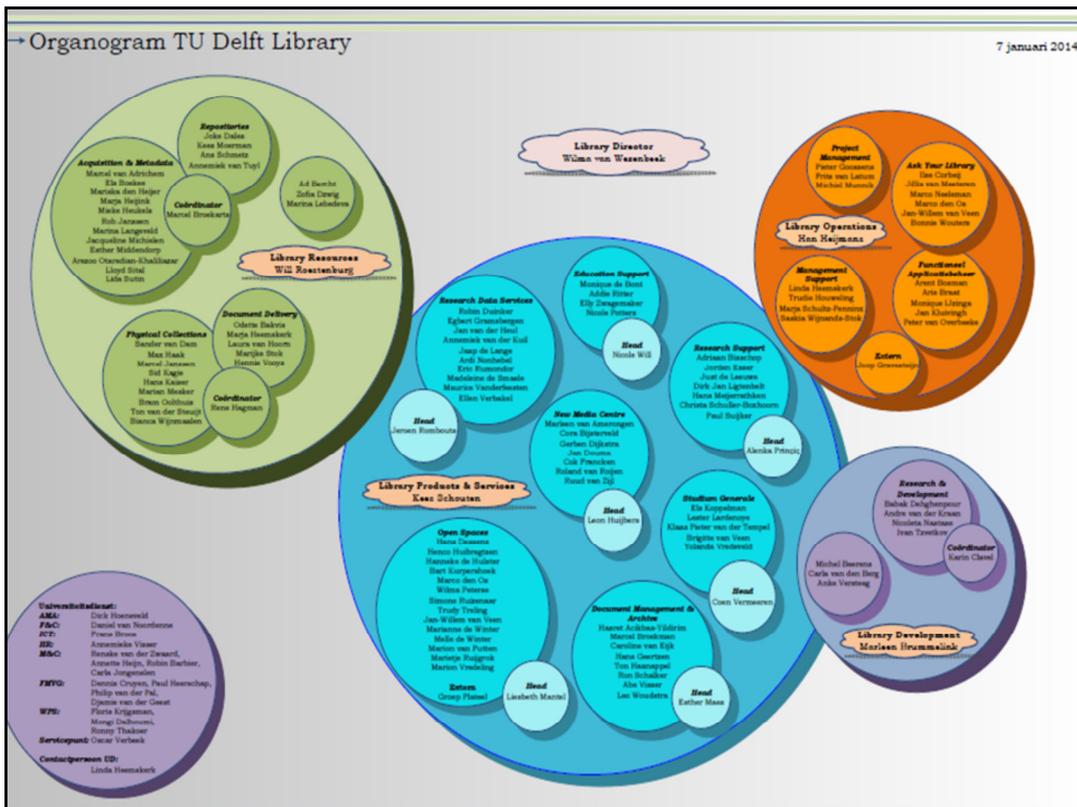
- align with changes in research and education
- align with university directions
- ensure the library is responsive to expectations and constituencies

We think new organisational structures are evidence of the way libraries are evolving. We'd like to understand more in order to synthesise and characterize these emerging strategies and structures.



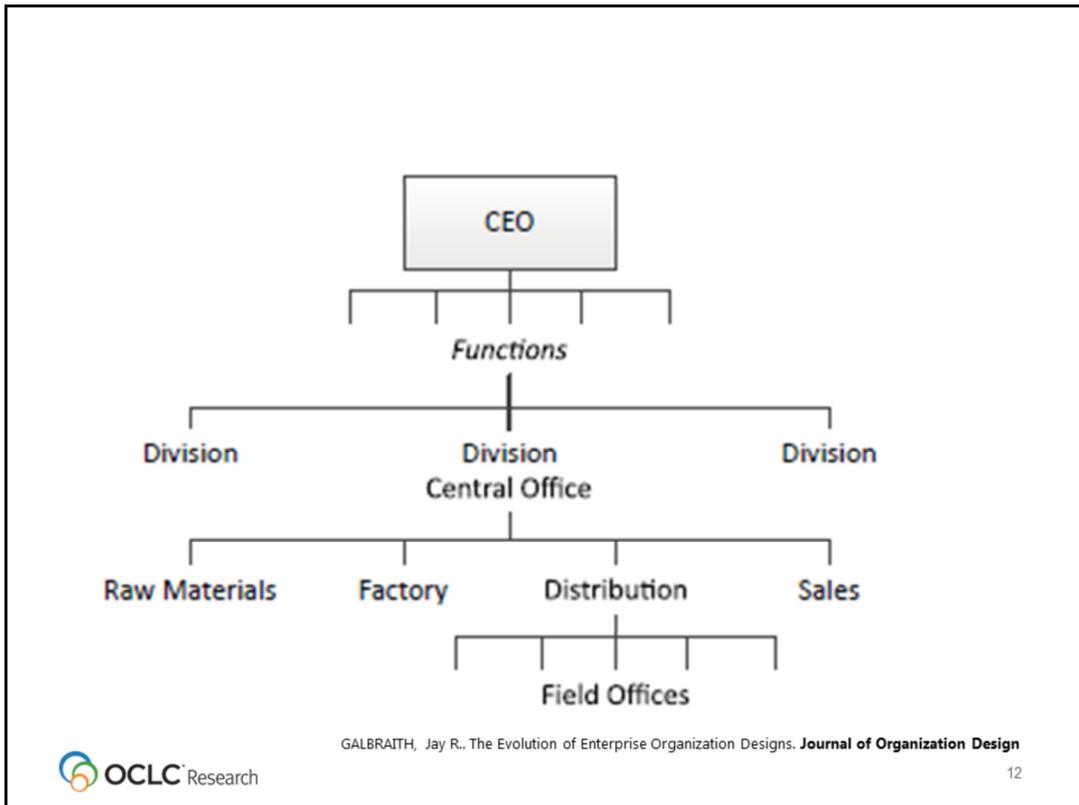
Here are 2 examples:

1) The University of Kansas Libraries: we see new units for research & learning and for innovation & strategy; also striking are the cross-functional initiatives.



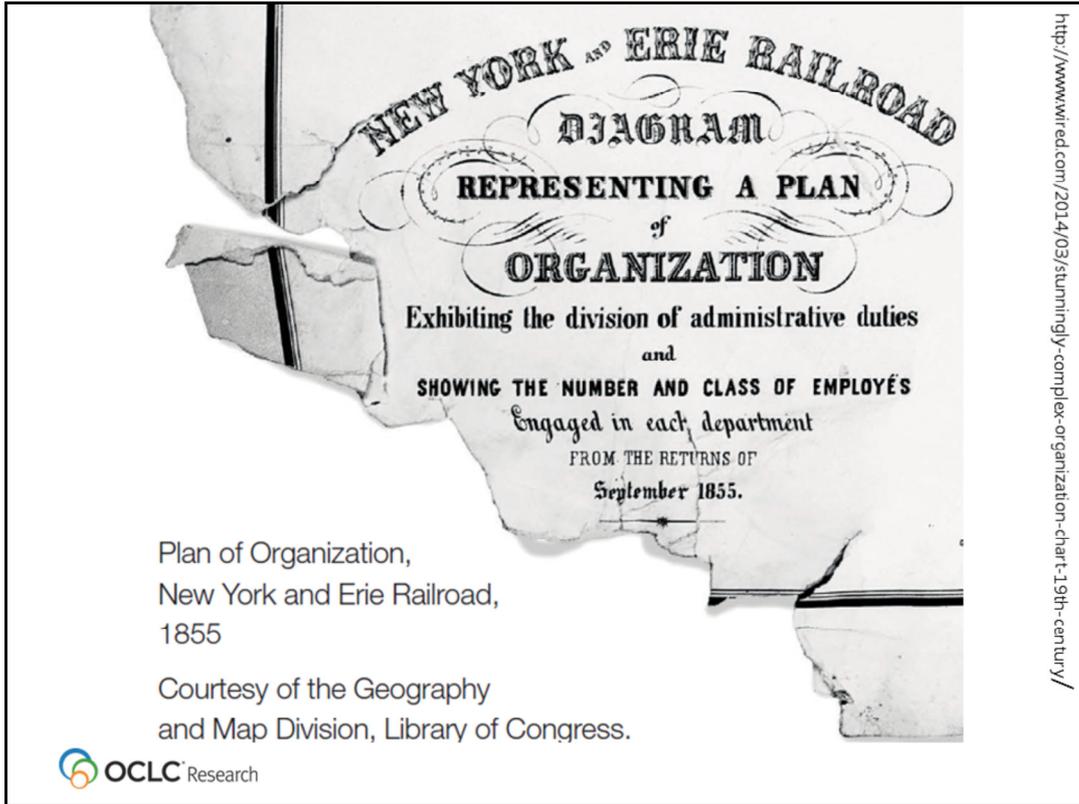
2) The Technical University of Delft Library: here too, we see a separate innovation unit and within the Library Products and Services division there are separate teams for Research support, Education support and Research Data services. Also noteworthy is the floating position of the library director, who has her own cloud representation in the chart without specific lines to the organisational units. In real life she is moving around and about the library building – she does not have her own office or even desk.

No conclusive patterns emerging yet, but we see some restructuring happening to support research & education, and we see small innovation teams being appointed to ensure that the latest technologies are applied to library services and that services are designed with the user in mind.



The new organisational charts being devised are unlike most charts we are used to: the top-down pyramid charts.

The new ones seem less rigidly structured – as if to convey that adaptability and flexibility are built into the new organisational structures.



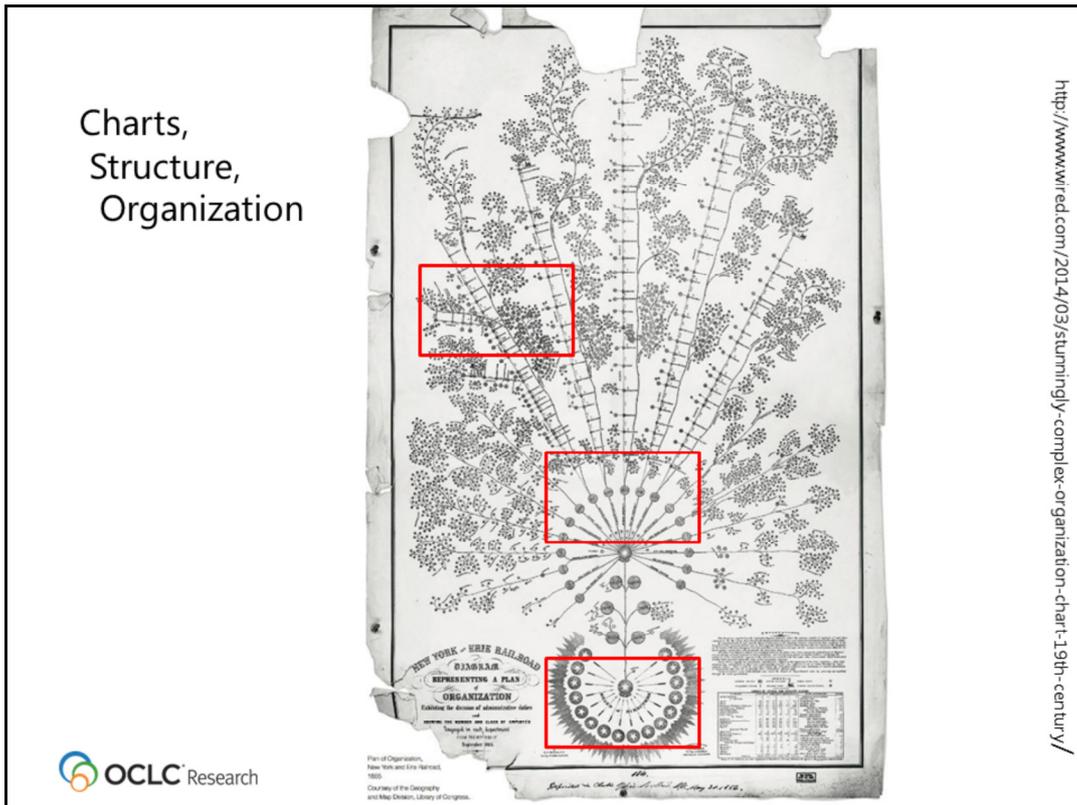
Plan of Organization,
New York and Erie Railroad,
1855

Courtesy of the Geography
and Map Division, Library of Congress.

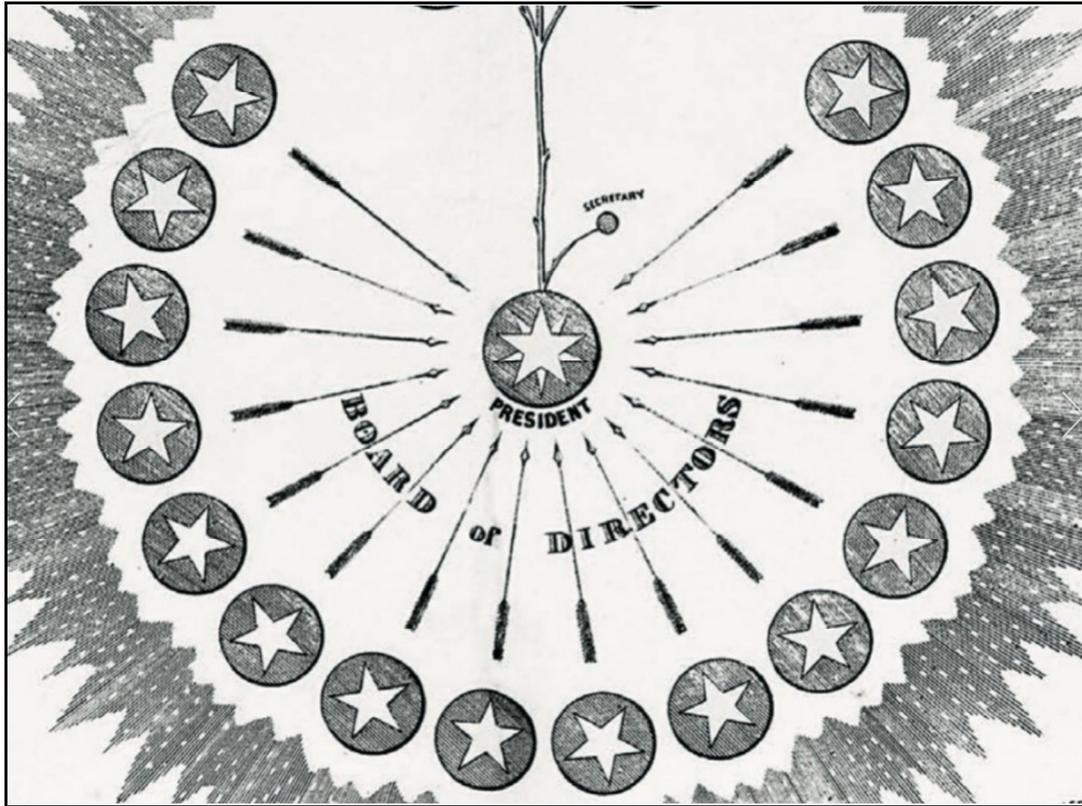


This is one of the first modern-day organizational charts: the plan of organization of the New York and Erie Railroad from 1855.

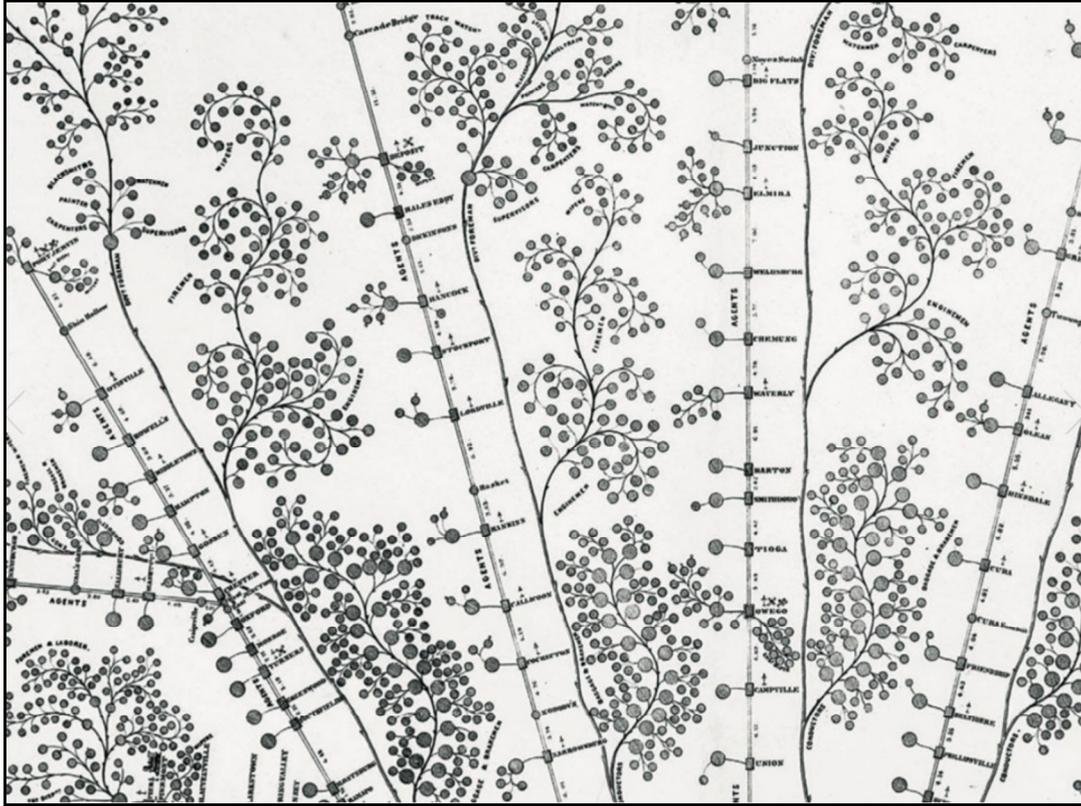
Charts, Structure, Organization



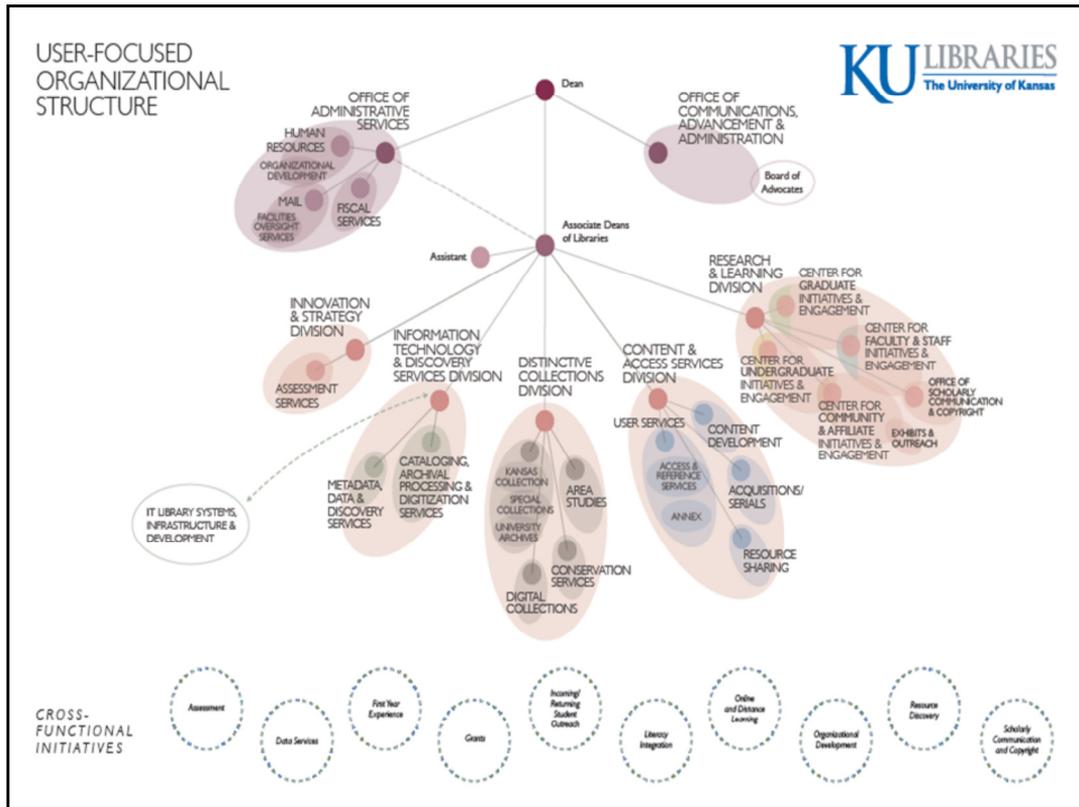
It is not a hierarchical structure to remind lower-level employees whom they report to; this chart was more like a map showing which superintendents were responsible for which set of rail tracks.



You had the Board of directors – at the root of the organisation



Each one responsible over the tracks allocated to him/her.
This chart was a map to quickly identify the right responsible person for specific tracks.
It shows how design thinking was used as a way to solve a problem.

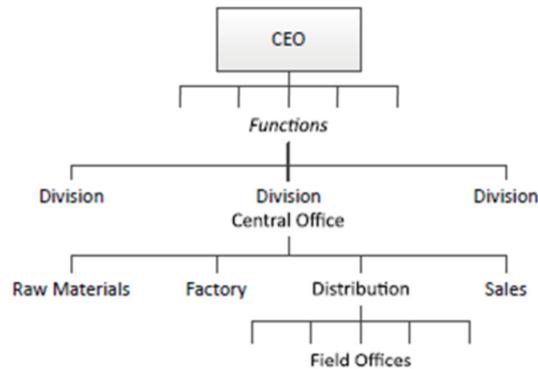


The new organisational charts of research libraries are in some ways similar: designed to solve the perceived problems of change.

Strategy, structure and concatenation

“and that the most complex type of structure is the result of the concatenation of several basic strategies”

Chandler AD. 1962 *Strategy and Structure*, MIT Press, Cambridge, MA.



GALBRAITH, Jay R.. The Evolution of Enterprise Organization Designs. *Journal of Organization Design*

Let's dig a little deeper in the theory of organisational design. The following slides are based on Jay R. Galbraith, "The Evolution of Enterprise Organization Designs". **Journal of Organization Design**, [S.l.], v. 1, n. 2, p. 1-13, aug. 2012. ISSN 2245-408X. Available at: <http://www.jorgdesign.net/article/view/6342/6045>.. doi:10.7146/jod.6342.

Chandler introduced the concept of structural evolution. The idea that structure follows strategy and that structure is the result of the concatenation of several basic growth strategies, leading to more and more complex structures.

Here is an example:

Due to volume expansion and growth, a distributor function is added to the structure. At first the distributor was still operating from a single location – then, as business grows, the firm expands in several geographic locations, leading to the creation of a distribution HQ and several field offices. This example shows how with new growth strategies (such as volume expansion and geographic dispersion), structures become more complex.

Matching Strategy with Structure

Strategy	Structure
Volume expansion	Administrative office
Geographic dispersion	Departmental headquarters
Vertical integration	Division central office
Diversification	Multidivisional general office
International growth	Three-dimensional structure
Customer focus	Front/back and four-dimensional structures

GALBRAITH, Jay R.. The Evolution of Enterprise Organization Designs. *Journal of Organization Design*



These are the basic growth strategies identified so far in the literature – with international growth and customer focus as the 2 most recent growth drivers after the the second World War.

You will recognize the front/back end structure that evolved from the customer focus strategy: where the front end is designed around local customers and localisation at country level and the back end is organised around products and is designed to achieve global scale.

Although these growth strategies apply to commercial enterprises, they are also relevant to public sector organisations, including libraries. In the past decades we have seen libraries centralise their back office functions (e.g. cataloguing) and outsource functions that are not part of their core tasks (office automation, payroll services, catering, cleaning, security services, etc.). Outsourcing does not mean organizations are shrinking or becoming less complex – it is a strategy for achieving more efficiency.

We see from this table that structure follows strategy: as companies devise new growth strategies, they concatenate new structures with existing ones into ever more complex configurations.

Organisation is more than structure

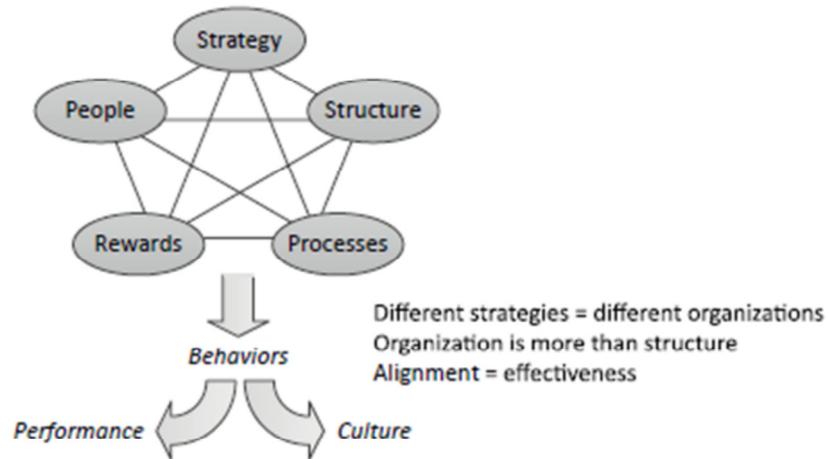
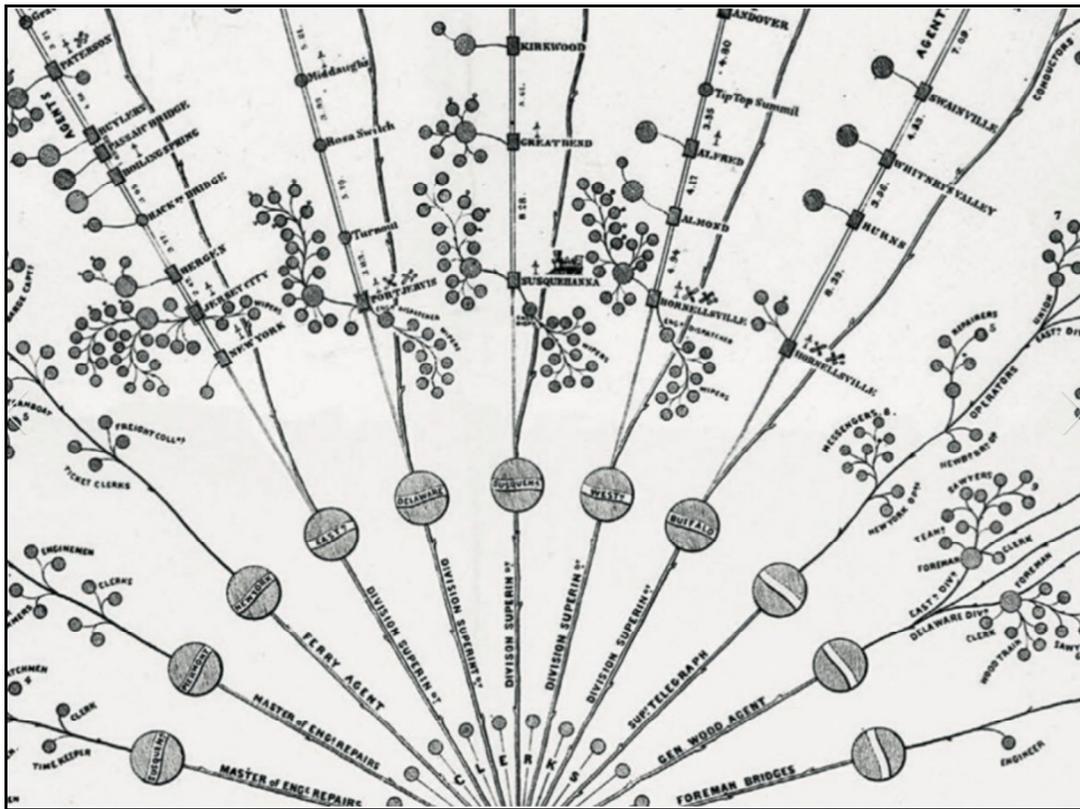


Fig. 2. The Star Model™

GALBRAITH, Jay R.. The Evolution of Enterprise Organization Designs. *Journal of Organization Design*

What makes an organisation is not only its structure, it is also the development of mature processes and best practices that lead to more efficiency and the skills of people that lead to better performance and professional services.

Within the research library sector we see that the new structures have not stabilised yet, new processes and practices are still in their infancy and re-skilling our professionals is one of the top most important issues for library management – and we are not sure yet which skills are needed exactly.



According to Jay Galbraight the next growth strategy is big data. By combining the multiple data sources and databases existing within an enterprise, the data analytic competence is becoming the new source of growth. Data analytics are making it possible to target individual customers instead of customer segments. Change to realise this new strategy will require new structures, new processes and new skills. Big data will become the next challenge for organizational design. As libraries have accumulated big data about publications across the world and have brought their data together in large aggregations, the global library enterprise is well placed to address this next growth challenge, the main purpose being to better understand our users' behaviour and to better serve their needs at the individual level.



Thank You!

Lynn Connaway and Titia van der Werf

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