



Destination Unknown: responding to challenges of a shifting library landscape

Dr Rónán O'Beirne FCLIP SFHEA FRSA

Head of Information Technology & Library
Services

Solent University – Southampton, UK



2

Structure of presentation



PART One – Shifts and Challenges



PART Two – Research & Scholarship



PART Three – Skills & Development





Southampton Solent University



Advanced Technology Centre – Bradford, UK



5

PART ONE



SHIFTS & CHALLENGES

Shifting landscape for **research** - 4th industrial revolution

New research methods triple helix -
Mode 3 Knowledge Production system

Dramatically reduced costs of access
to knowledge through the internet

Shifting landscape for **Universities**; rising demand for higher education worldwide

Globalisation of Higher Education; global rankings systems for universities

Student demographics and expectations about graduate skills and knowledge

Nexus 1: 'datafied' scholarship – research increasingly underpinned by large datasets and digital artefacts, involving open, networked, algorithmically-driven systems

Nexus 2: connected learning – new pedagogies supported by technology-enabled flexible learning

Nexus 3: service-oriented libraries – libraries shifting their strategic emphasis from collections to services

Nexus 4: blurred identities – boundaries between professional groups and services being broken down with more collaboration and new skills development

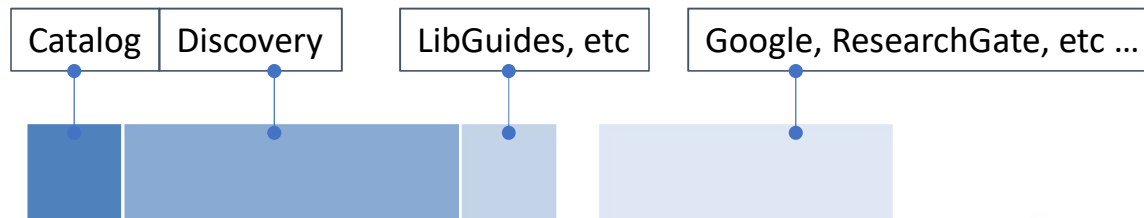
Pinfield, Cox & Rutter 2017

Nexus 5: intensified contextual pressures – a myriad of political, economic and other pressures creating demands on higher education and libraries

Shifting landscape for **Libraries**

Libraries following, and influenced by,
the lead of their institutions

Print to digital; Collections to services;
Social learning spaces



Separation of discovery and collection?:

- Focus shifts from owned to facilitated (available)?
- Focus shifts from collection to other services (creation, ...)?
- Systemwide thinking becomes stronger?

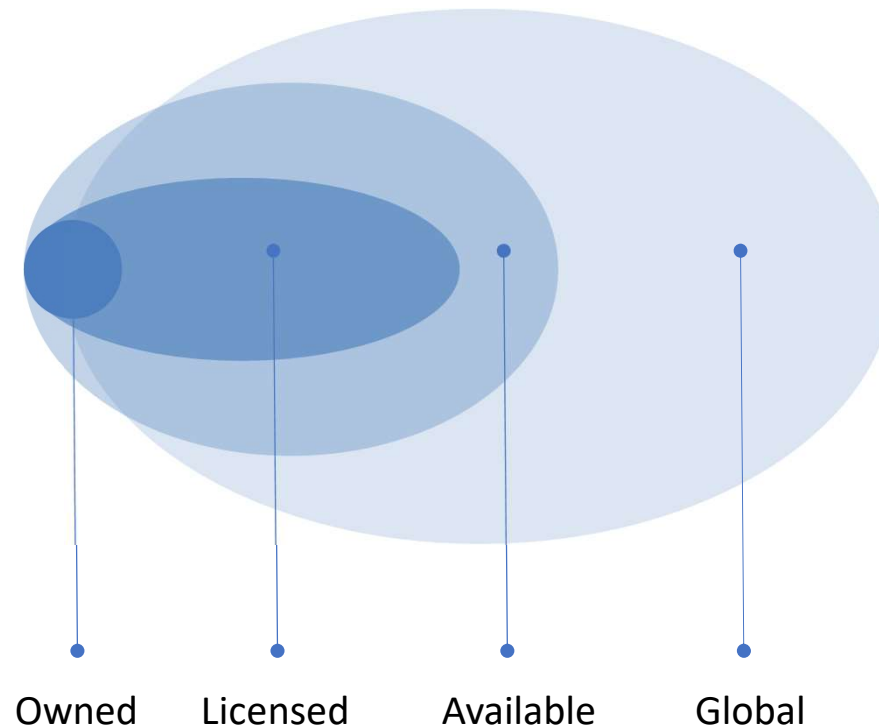


Figure: Discoverability redefines collection boundaries.

OCLC Research, 2015.

The proliferation of digital content is part of the evolution, revolution, or crisis in scholarly communication, depending on the perspective taken.

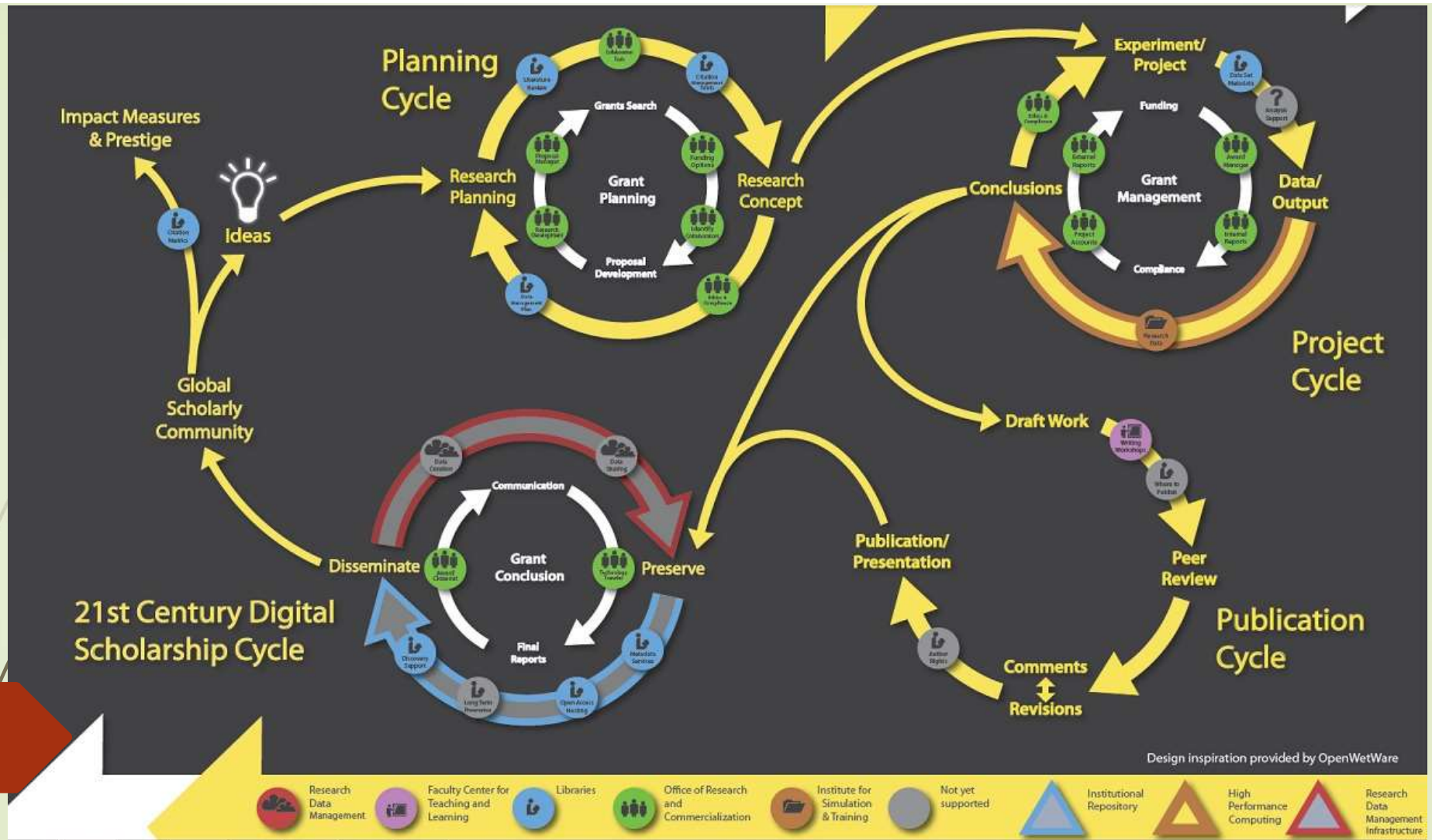
Authors, libraries, universities, and publishers are wrestling with the trade-offs between traditional forms of publisher-controlled dissemination and author-or institution-controlled forms of **open access** publishing.

At issue are the forms of peer review, the speed of dissemination, the ease of access, the cost, who pays the cost (e.g., the author, library, or reader), and preservation.

(Borgman, 2010, p. 9)



RESEARCH & SCHOLARSHIP



Research Questions

16

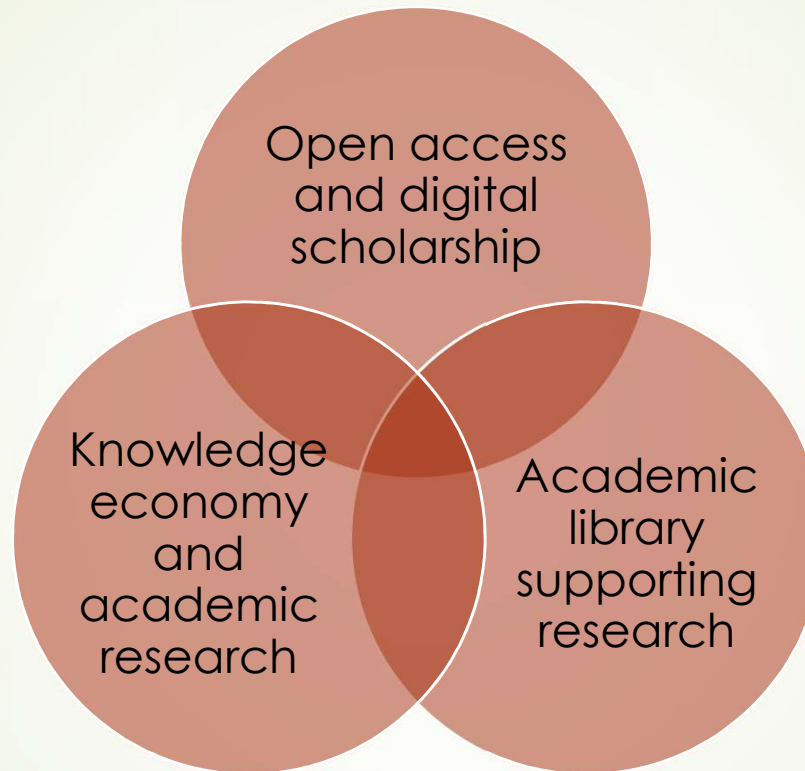
- How is the external environment disrupting and changing the research process?
- How is open access instigating change in the structure and functional support of research?
- What might be the impact of open access on those stages of the research lifecycle supported by the library?
- How might disruptive changes reshape the library?
- What is the response of the library to the changes in open access research?
- What are the important and pressing issues library leadership needs to address?

Methodology = Delphi study

17

Context; Literature Review; Identified themes; Delphi Technique.

Re-engaged with the literature contextualised and synthesised.



Scope of the literature review

THEME	SUB-THEME
Open Access policy and strategy	
	Open Access and library leadership
Scholarly communication	
	Research Data Management
	Institutional repositories /University Presses
	Bibliometrics and Altmetrics
Role of library	
	Library positioning (and perception) for research support
	Library skills and workforce development

Prediction Questions - B4 – Two Year Horizon	Likely/ desirable	Likely/ undesirable	Unlikely/ desirable	Unlikely/ undesirable	Total
B4.1 Library strategy will shift towards supporting research data management	30 (86%)	2 (6%)	2 (6%)	1 (3%)	35
B4.2 Librarians will add value (e.g. enhance discoverability) to research data	25 (71%)	1 (3%)	8 (23%)	1 (3%)	35
B4.3 Universities will have effective institutional repositories	23 (66%)	1 (3%)	10 (29%)	1 (3%)	35
B4.4 The RDM function will fall within the remit of a dedicated research support unit	15 (43%)	6 (17%)	8 (23%)	6 (17%)	35

Rank	Five years' time statements	Score*
1 st	An effective open scholarly communications model	124
2 nd	An effective research funding model	116
3 rd	Increasing the data management skill levels of librarians	79
4 th	Sharing research outputs across institutional repositories	77
5 th	Repositioning the library to respond to research support issues	73
6 th	Other	35

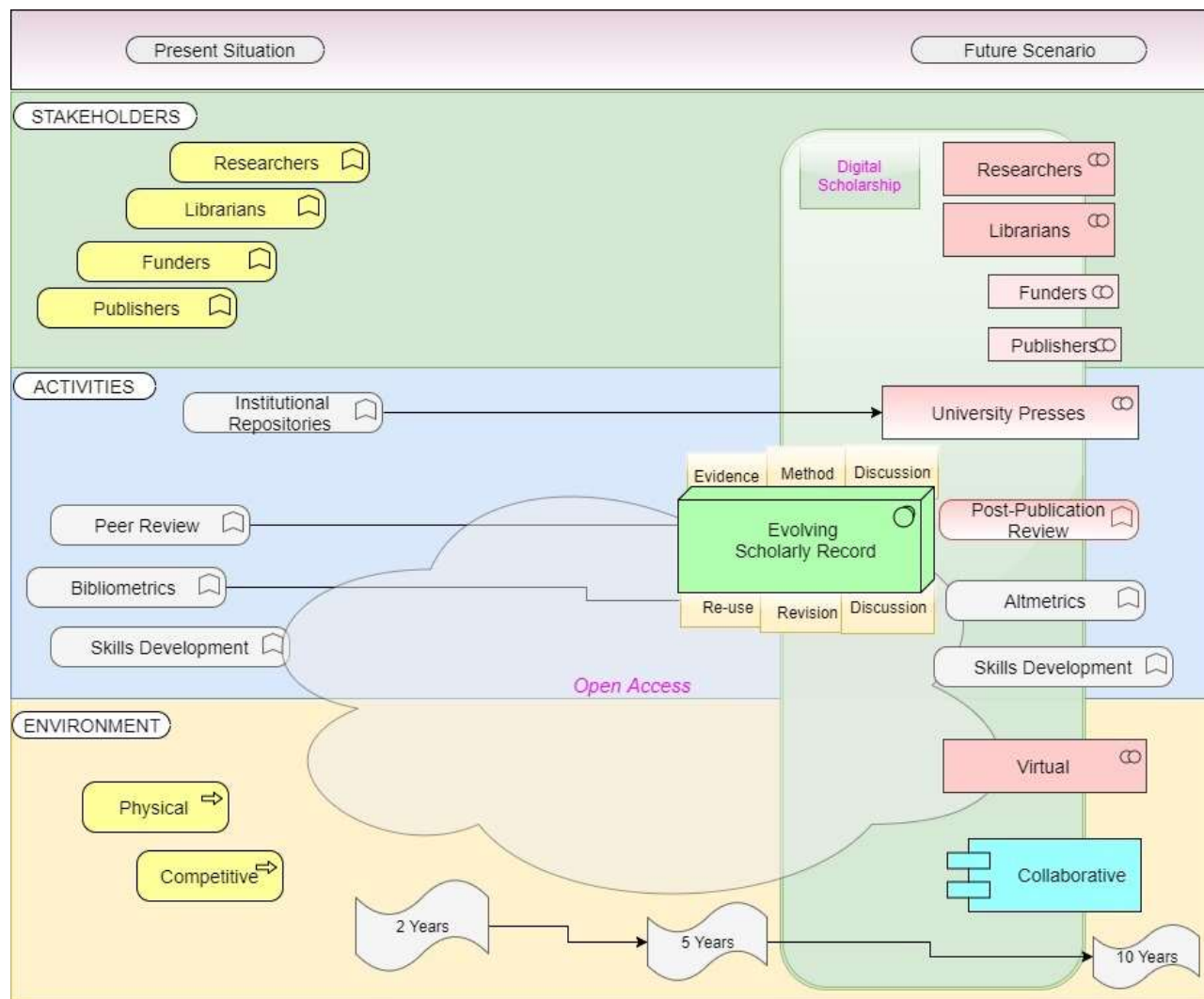
Main Findings

- The complexity of the policies and strategies associated with open access
- Their potentially profound impact on the concept and character of the academic research library
- The extent to which university and library leaders have yet to fully appreciate the potency and urgency of digital scholarship
- **There is a skills and training gap that needs to be filled.**

Framing the Scholarly Record ...



The evolving scholarly record, Lavoie et al





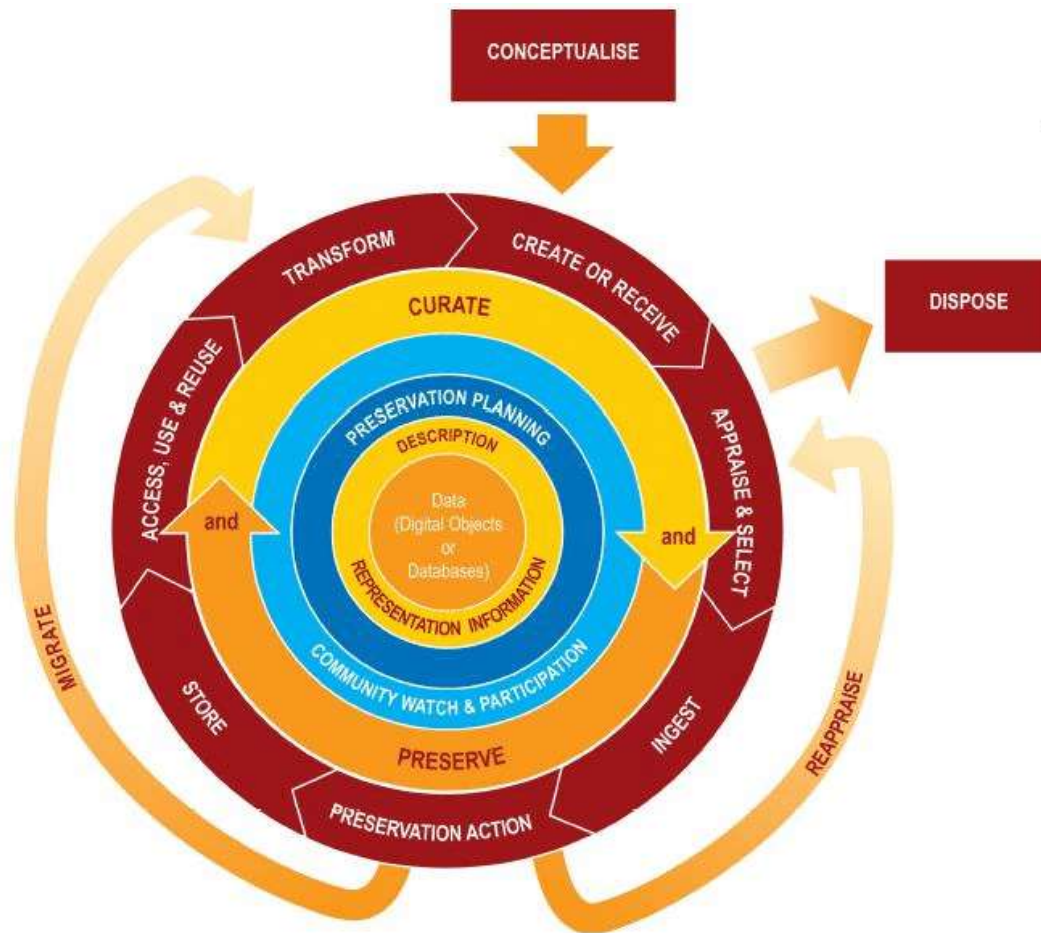
SKILLS & DEVELOPMENT

What will librarians need to do?

- Scholarly Communications – open access, university press
- Research data management
- Curating evolving scholarly records
- Innovation, enabling research and finding funding
- Discovery & literature review
- Data collection and assembly
- Training and skills development



Chartered Institute of Library & Information Professionals (UK)



Digital Curation Centre
Lifecycle Model (UK)

Conclusions

- Embrace **transformative change** and cultural shift across the entire research lifecycle, rather than simply responding with local, iterative change
- Directors need to **take the long view**
- **Structural** change within the organisation
- Step forward and start to **shape that future ourselves**

30

QUESTIONS?

► Dr Rónán O'Beirne
Head of Information Technology & Library
Services

ronan.obeirne@solent.ac.uk

@obeirne_ronan

