Who Moved My eJournal?:
electronic resources and organizational change

Greg Raschke
Interim Associate Director for Collection Management, Organization, and Preservation
North Carolina State University Libraries

Robert H. McDonald
Associate Director of Libraries for Technology & Research
Florida State University

Tyler Walters
Associate Director for Technology and Resource Services
Georgia Institute of Technology

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Predicting the Future

Frink: Well, sure, the Frinkiac-7 looks impressive, don't touch it, but I predict that within 100 years, computers will be twice as powerful, 10,000 times larger, and so expensive that only the five richest kings of Europe will own them.

Apu: Could it be used for dating?

Frink: Well, theoretically, yes. But the computer matches would be so perfect as to eliminate the thrill of romantic conquest. Mw-hurgn-whey.
Predicting the Future, cont.

"In 5 years, e-book sales will match those of traditional print; in 10 years, e-books will outsell print."
-Andrew K. Pace, Computers in Libraries, June 2000

“You are going to end up working at McDonald’s for the rest of your life.” (my 9th grade English teacher)
Achieving Clarity
Challenges Moving Forward

• Efficiency for growth and re-organization
• Disparate resources and the need for integration
• New systems and environments
• Embracing speed as our friend
FSU Approach to ERM

• Needed New Model
  – 2005 – Present – New Model

• Wanted Integration w/
  – Divisions of Technology | Collections | Public Services

• Tried having ERM in Division of Technology
  – Proved to be too distant from Div. of Collections

• Currently Implementing New Model
  – Team Approach Across Technology | Collections
FSU Libraries Admin Org Chart

Director
UL

AD
Administrative Services
AD
Collection Services
AD
Public Services
AD
Technology & Research

Four Divisions within the University Libraries
FSU ERM RELATIONSHIPS

Statewide Consortium

ULC ERM COMM

Collections

UL ERM ADMINISTRATION

ERM LIB COLL
ERM LIB INT

Technology

Resource Discovery & Access

Public Services

FSU Community

Collections

ERM LIB COLL
ERM LIB INT

Technology

Resource Discovery & Access

Public Services

FSU Community
Organizational “Shift” at GA Tech

• Who Moved the Library’s Cheese? ...to be certain, it has been moved!

• GT Library Strategic Plan, 2002-07 (the web, library as e-labyrinths...shifting set of new responsibilities)

• GT Library Public Services Div., Reorganization Plan, 2002 (students / faculty gravitate to information, data, content on desktop)

• GT Faculty Senate vote on e-Journals (2/26/02)
Technology & Resource Services (new)

- New emphasis: technology-centered library functions and services. Promotes technologists working with librarians / staff charged with e-resource roles

“Managing the move toward acquiring, organizing, making accessible, & preserving licensed electronic resources, campus-generated digital resources, print and other media-based materials, and managing the computing and networked environments in which the Library’s resources and services reside.”

- Public Services Div.: create CD librarian, dept. (2002)

- Erect library infrastructure to manage life-cycle of ERs:
  - select / budget / license / organize / access / use / promote / maintain / evaluate / preserve
Change Management in Libraries

- Teamwork, less “dept. confined” work:
  - teams of 3-6 people to predominate

- Skills sets change: more IT-based, complex duties requiring more autonomy and judgment
  - Less routine and prescribed, detailed procedures

- *Technological change requires us to be nimble and change ourselves more quickly*

- Technology issues: OpenURL / SFX KB, federated searching, identity mgmt/authentication, ERM app. etc.
Change & Work Attributes

- Flatter organization
- Highly collaborative / teambuilding
- Higher technological skill (i.e. troubleshooting)
- Independence and judgment (i.e. with publishers, vendors)
- Problem-solving ability (i.e. with publishers, vendors)

  - Skills development for librarians and library asst. staff
  - Didn’t desire radical change in organizational structure
  - Interested in CD and AS becoming predominantly ER functional areas
  - Much more lateral communications—can’t do work in discreet units, need constant flow of communications to design and implement a “system” of managing ERs
Core Infrastructure

Two e-Resource Coordinators

For Collection Development
- SELECT
- BUDGET
- USE
- UTILIZATION
- PROMOTE
- EVALUATE

For Acquisition Services
- LICENSE
- ORGANIZE
- ACCESS
- MAINTAIN
- TROUBLESHOOT
- PRESERVE
E-Resources Group

Cross-functional, cross-department group to resolve electronic management issues

- Information Services Assistant Department Head
- Systems Web Developers
- Acquisition Services ERC-AS Library Associate Library Assistant
- Cataloging ER Catalog Librarian
- Collection Development ERC-CD Library Associate
Thank you!

• Questions / Comments...

• Discussion:
  Let’s share some of your library’s experiences!