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DESCRIBES THE MAJOR CHANGES THAT TECHNOLOGY HAS MADE POSSIBLE IN BUSINESS SCHOOL LIBRARIES AND SPECULATES ABOUT OTHER CHANGES THAT ARE STILL TO COME

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As far as I am aware there has not been much discussion about business school libraries in *Global Focus*. This is rather remarkable since technological change has had a major impact on library resources and services.

This change has significantly influenced how business schools researchers manage their access to scholarly publications and has also had an impact on how teachers select reading materials for their students. This article hopes to share some of the major changes in business school libraries that have already been implemented and also provide my views on what the future might bring. It will focus on four different themes: collections; technology; services; and the librarian.

Collections – from printed books to e-resources

For many people the library is still a place filled with printed books. That is in fact still true though it is not the whole truth. Behind the shelves of printed books there is a world filled with e-books available from the cloud. E-books create lots of advantages for the library and readers – simultaneous usage, no shelving, no weeding, deep searching within the whole text of the book, and 24/7 availability from all over the world – and no need to carry them around.

So, is the printed book on the road to extinction? If you ask me, no, not yet. Here are some reasons why not:

- The most popular textbooks still have a business model that makes it impossible for business school libraries to promote access (some of the most used are not even available as e-books)
- Students and researchers still prefer a printed source for longer reading (at least in my experience)
- Among many people the printed book is still the most familiar source of academic information and it is hard to change that perception
- Finally, a printed book is very easy to browse and skip between different pages when you are reading

However, in the future I expect the e-book to grow even more in importance over the printed book. Especially, books with a more focused content such as handbooks, anthologies and encyclopaedias are excellent as e-books since one only reads parts of them. In addition, books for complementary or supplementary reading will be sought out as e-books.

However, many questions will have to be solved regarding textbooks before a breakthrough can occur. Probably this will be managed outside the library, directly between the student and the publisher. As a concluding remark the shift from printed books to e-books has not, and will not, be as dramatic as the earlier change from printed journals to e-journals.

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Regarding the development of collections (whatever the format), this is a delicate relationship between me (a subject librarian) and students and staff (in this case at Jönköping International Business School in Sweden – JIBS).

I hold a degree in business administration but it is still very important for me to co-operate on the development of the collection. Researchers, teachers and students can always send suggestions for acquisitions and I can already see developments towards patron-driven acquisitions (PDA). This will ensure that collections are developed in alignment with future research and education at JIBS.

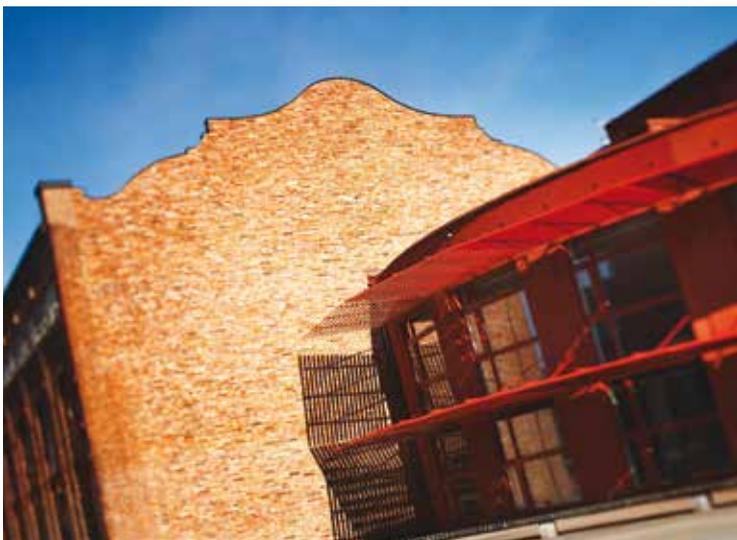
Technology – the ubiquitous library

In the last decade major changes in technology have had an impact on business school libraries. One is the shift from printed resources to e-resources discussed above. But there are other examples that, in my view, affect the daily work of a librarian.



First, "discovery tools." You have probably all heard of, and used, Google Scholar. This is a user-friendly service for locating academic materials on the Internet. Today many digital archives are connected to Google Scholar, so that as well as searching, one can also access academic publications without charge. Many libraries also promote access to their subscribed materials through Google Scholar using OpenURL (read more below).

Other type of discovery tool are the different services libraries promote to access their own collections such as ExLibris Primo, SerialsSolutions Summon and EBSCO's Discovery Service.



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So, rather than making the user search for articles, books and e-materials in several different databases as in the past, discovery tools are a one-stop resource for all publications. This facilitates a direct and easy start for the information retrieval process, especially for students lacking experience of earlier information retrieval tools.

Another software tool that has made the process much easier for inexperienced library users is LibGuides from SpringShare. I use this software to make subject guides, in which I can direct students to specific databases, publications or other services.

A lot of embedded technology allows you to give annotations to links/resources, set up RSS feeds, use proxy logins, embed videos, allow users to send feedback, and the possibility to integrate a chat function in every guide linked to the administrator/subject librarian.

Another major advantage is that, compared with librarians like me, the guides are accessible 24/7 from all over the world so the user can receive support at need. That has come to be very important today when most people are constantly connected through smart phones, tablets and laptops.

An OpenURL creates a seamless connection between searching and accessing subscribed material. This is very useful for the discovery tools mentioned above. And I can now see a tendency for more publishers to take advantage of the technology and use OpenURLs within encyclopaedias and handbooks. That really give e-resources an added-value compared to "old" printed sources since further reading lists and reference lists to important sources are easily accessible even for inexperienced library users.

The disadvantage with OpenURLs is the labelling. Many users do not understand that what they are using is subscribed material managed from their library. Instead, they believe that everything is freely available through the Internet and it may come as a shock when they leave the business school and realise they no longer have access.

Another aspect of giving access to lots of e-resources is the ability to promote remote access. Since we use a proxy server every researcher and student wherever they are and whenever they want can, via an Internet connection, access subscribed library resources.

This increased availability has increased the usage of e-resources and will hopefully also increase the productivity of the user. Blended learning and carrying out research off-campus is nowadays "business as usual".

The next development that will affect how libraries promote their services are different kinds of mobile services, more specifically, different forms of mobile apps for smartphones and tablets. It is hard to predict which forms they will take but commonly used services such as renewals, requests, contact information, reminders and more are likely to be dominant.

Services – the social library

While many of the new services offered by business school libraries discussed above are based on new technology some are emerging that are not based on technology.

A few years ago Jönköping University Library started a "breakfast" activity for doctoral students. This is a social event where all questions are welcome not just those about library services and resources. At every session a member of the library staff gives a short lecture/presentation on a current topic (publishing strategy, bibliometrics, e-resources and so on). This has been very successful and other researchers have shown an interest and we have started a "breakfast" event specifically for professors.

The focus on publishing and bibliometrics has spilled over beyond the library. Much of our person-to-person services towards staff at JIBS are today concerned with these issues. They include questions on mapping research groups, evaluating research centres and departments, looking at citation data, setting up alerts and so forth.

Another aspect that I think will grow in importance in the future is the ability to support and offer services to alumni. Restricted access to subscribed material is a limitation but I still think that there are many other services we can promote in order to support former students.

One example is social media as a tool to share new interesting research, published Open Access (OA) or blogs, newsletters and so on. Our service to alumni is one of the things I will take a closer look at in the coming year since it is a matter of bringing competitive advantage to JIBS and added value to students.

For students, library premises have become a place for study and socialising. It is not only a place for books and journals. We give access to group rooms (highly used after the shift towards more case-based education), quiet study rooms and more open study places within the library. In the past, the library was a place for professors. Today it is the "living room" for students.

The librarian – revitalised

During the last decade most libraries have been occupied with changes in technology and the implementation of new tools. Fine. But now I think it is time to shift focus and start to revitalise the librarian! Our professional role has changed as much as the technology but there is still much to do if our services are to be in demand in the future.

As discussed above, researchers have an increased need for support regarding publishing. That is an excellent field for us to be useful in and become a partner. Setting up digital archives, making sure options for parallel publishing are recognised, different forms of evaluating research, helping researchers select proper publications are all areas where librarians can be of increased use.

Librarians have to find new roles. Passive work with collections (buying and weeding) will still have to be done but on a smaller scale and in combination with discovery tools, subject guides, PDAs and e-resources. This will hopefully free up time to be more proactive.

How can we use that time effectively?

One important way is to develop more high-quality user education and guidance that is fully integrated into subject courses. I have been taking courses at JIBS and developing my own subject knowledge. That also creates good networks with teachers/researchers and the possibility of "shadowing" students to learn about their behaviour and information retrieval plus gaining insight into the collections' strengths and weaknesses.

I can then use this information for planning educational assignments, updating subject guides and making complementary purchases for the collections. Working as an "embedded librarian" gives me direct access to a lot of hidden knowledge that I never would have explored otherwise.

Another area I have been working with in the last couple of years is social media. This is not a social tool for me, it is a marketing tool. I use it to promote information about new books and e-books with links to the library catalogue or directly to the full text. I share information and research from journals and blogs that could be interesting for students and researchers. In addition, practical tips on publishing, conferences and things going on at JIBS can be shared.

Paper.li is for me a new and excellent software that allows you to create daily newspapers with interesting information automatically gathered from twitter feeds and/or through a selection of hashtags. For me this is an interesting development since it allows me as librarian to go from directing to creating sources for the user. To be more proactive and promote knowledge is really a possibility for future librarianship.

To paraphrase some business jargon I consider myself more as a Key Account Manager than a librarian, working for JIBS in the library!



ABOUT THE AUTHOR

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