

Hildesheim University Library – User-Oriented Change Management

**36th Annual IATUL Conference
Hannover, Germany, 5 - 9 July 2015**

Dr. Ewald Brahms

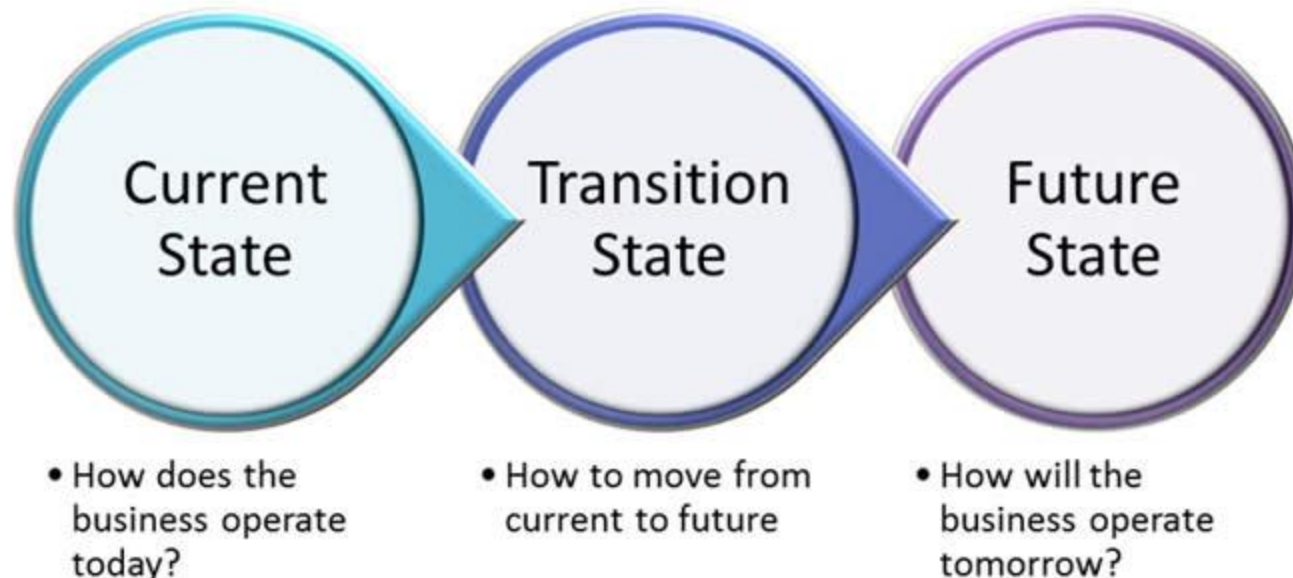
Agenda

1. Change Management
2. Change Management – Library and Information Science
3. Hildesheim University Library – Example of User-Oriented Change Management
4. Conclusion

Change Management



Change Management



- transitioning individuals, teams, and organizations to a future state
- 1970s and 1980s: management consulting firms started to spread
 - Arthur D. Little
 - Boston Consulting Group
 - Ernst Young
 - McKinsey & Company
 - ...
- Robert Marshak (2005): “change management industry”

Change Management

- industry ... consulting firms



- Dr. Frank Appel
 - Since 2008: CEO Deutsche Post AG
 - 2000 – today: Deutsche Post AG
 - 1993 – 1999: McKinsey & Co.

Change Management – Library and Information Science

- mid-1980s: change management also became an issue
- models of change management

Change Management – Library and Information Science

- models of change management (Dharm Veer Singh, 2012)
 - “planned change model”
 - emphasizes standardization, automation, and optimizing traditional workflows
 - “technical imperative model”
 - technology is the primary driver of changes
 - “punctuated equilibrium model”
 - presumption of a state of steady stability or an equilibrium as the preferred condition for libraries
 - interrupted only by short and discontinuous phases of change

Change Management – Library and Information Science

- models
 - neglect the fact that there are **no phases without any changes**
 - change: **ongoing process**
 - a process which **can not be meticulously planned at all times**
- changes in libraries
 - do **not** necessarily happen **in linear sequence**
 - **can** occur **simultaneously** in **diverse areas**
 - **external** and **internal**

Hildesheim University Library – Example ...

Hildesheim University Library



Hildesheim University Library – Example ...

Hildesheim University



Hildesheim University Library – Example ...

Lower Saxony



Hildesheim University Library – Example ...

- changes
 - external
 - internal

External Changes

Bologna Process



External Changes

- named after the place it was proposed, the University of Bologna
- signing of the Bologna Declaration by Education Ministers from 29 European countries in 1999
- ensure **comparability** in the standards of higher education qualifications
- increase **mobility** of students

External Changes

- major impacts on the German University System
 - degree programs and degree requirements had to be significantly re-structured
 - Bachelor and Master degrees were introduced
 - degree programs:



External Changes

Tuition Fees



Lower-Saxony

- 2006: introduction of tuition fees
- € 500 tuition per semester at all state universities
- caused highly emotional debates on campus and off campus

- Universities in Lower-Saxony
 - welcomed this new financial source ('fresh money' to the system)
- 2013: State elections in Lower Saxony
 - tuition fees: major issue in the election campaign
 - new administration (Social Democrats + 'Green Party')
 - fall 2014: Tuition fees abandoned / substituted by extra funds from the Ministry of Science and Cultural Affairs

Internal Changes

Hildesheim University 2002 – 2014



- number of students: 78 %
- number of faculty: 60 %

Changes



- New degree programs
 - evaluation (accreditation)
 - greater variety of classes
- Tuition fees
 - more money 'available'
 - students demanding smaller classes, better equipped classrooms, and a better infrastructure on campus
- Presidential Board
 - increasing the university's attraction to new students and to new staff



- **evaluations** asking students to comment on
 - quality of degree programs and classes
 - quality of the infrastructure on campus ... **library services**



- evaluation results
- dialogue with student representatives

Library: Deficits



- too noisy, more silent areas
- more group study spaces
- better internet access
- more and faster computers
- more information resources (print and digital)
- ...

Library: Beliefs

- We can make a major and visible contribution to the success of Hildesheim University
 1. by listening to and understanding the needs of our users – and offering services tailored to their needs
 2. by using innovative technologies to improve our services
 3. by informing and alerting the Presidential Board of new developments, opportunities, and risks

Library: Communication



- meetings with the heads of the library departments
- discussions within the library departments
- communication across library departments

Library: Communication



- ... make people think
- 'look at our library services through the eyes of our users'
- suggestions for improving the library services

Important factors

- communication
- participation
- collaboration

- within the library
- on campus
- off campus

Communication on Campus



- Chancellor: jour fixe meetings
- Library Committee
- President + Presidential Board

- Facility Management
- Computer Center
- International Office



- extra funds for
 - improving the library as a learning space
 - separation between the noisy social interaction areas for group work and the silent study areas
 - extending our digital and print information resources
 - prolonging the opening hours
 - hiring additional staff members
 - employing more student helpers

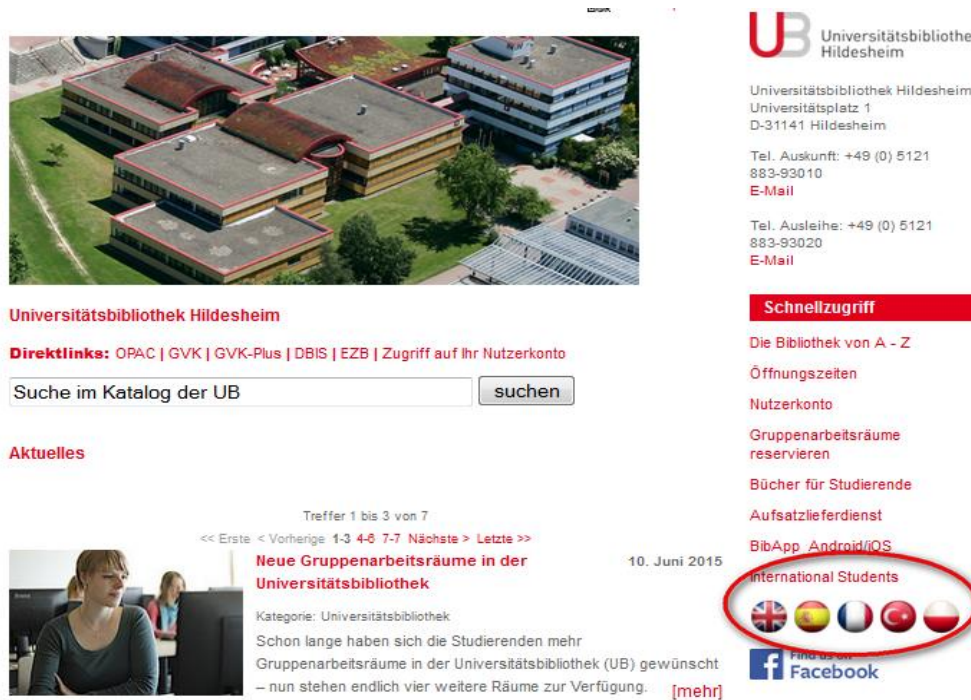
Results



- extra funds: project "Smart library"
 - improving the lighting, heating, and air conditioning
 - hardware replaced, new software introduced ... to operate our heating system, our lights, and our air conditioning more efficiently
 - cooperation with our facility management and two regional companies



- supporting foreign students
 - cooperation with the International Office
 - introductions to the library in foreign languages



Universitätsbibliothek Hildesheim

Direktlinks: OPAC | GVK | GVK-Plus | DBIS | EZB | Zugriff auf Ihr Nutzerkonto

Suche im Katalog der UB

Aktuelles

Treffer 1 bis 3 von 7
<< Erste < Vorherige 1-3 4-6 7-7 Nächste > Letzte >>

Neue Gruppenarbeitsräume in der Universitätsbibliothek


Kategorie: Universitätsbibliothek


Schon lange haben sich die Studierenden mehr Gruppenarbeitsräume in der Universitätsbibliothek (UB) gewünscht – nun stehen endlich vier weitere Räume zur Verfügung. [\[mehr\]](#)

10. Juni 2015

Schnellzugriff

- Die Bibliothek von A - Z
- Öffnungszeiten
- Nutzerkonto
- Gruppenarbeitsräume reservieren
- Bücher für Studierende
- Aufsatzlieferdienst
- BibApp Android/iOS
- international Students**





Results

- students using tablets and smartphones
- project “Library app”



GBV | VZG

effective
WEBWORK



Change management process

- consisted of different phases
- some of which happened simultaneously or, to a great part, at the same time
- ... with the effect that we had to operate in “multiple phases at once” (John P. Kotter)

- to operate in “multiple phases at once”
 - systematic analyzing, planning, and steering of necessary changes
 - ... and dealing with changes that occurred on short notice ... improvising and re-designing the original plans
 - combination of bottom-up as well as top-down decisions

User-oriented change management

- ‘... listening to and understanding the needs of our users – and offering services tailored to their needs’
- students and faculty acknowledged that we were listening ... and taking action
- the library became an innovative and reliable partner on and off campus

Conclusion



- received the award for the best services on campus in 2013 from the Presidential Board
- honor and acknowledgment that we were on the right way

- support from the Presidential Board continues:
 - the library runs the **university's central learning management system** together with the computer center
 - **new group study rooms** in an adjacent building – the first extension to the building since the present library was opened in 1990
 - additional funds for the **renovation of the library's entrance and book circulation area**

Conclusion

- later this year



- **evaluations** asking students to comment on ...
the quality of the infrastructure on campus ...
library services
- **feedback** from the **users**
- **additional user-oriented changes necessary?**

Thank you!

Dr. Ewald Brahms

brahms@uni-hildesheim.de

+49 5121 883 93002