The Future of North Carolina Libraries

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A recording of this presentation may be viewed at the following link: https://www.youtube.com/watch?v=iVeDv0f_M7c
Michael Crumpton

Michael Crumpton, MLS, SHRM-SCP
Assistant Dean for Administrative Services and Associate Professor
Affiliated Faculty, Department of Library and Information Studies


The Future in North Carolina

INCREASED POPULATION

LARGER URBAN AREAS
The Future in North Carolina

ECONOMICS/TECHNOLOGY/FARMING

RETIREMENT/TOURISM
The Future in North Carolina

CHANGING CONSUMER MARKETS

EDUCATION AND HEALTH CARE
Workplace Information Literacy: A Neglected Priority for Community College Libraries

NORA J. BIRD, MICHAEL CRUMPTON, MELYNDA OZAN, and TIM WILLIAMS
University of North Carolina at Greensboro, Greensboro, North Carolina, USA

Community and technical colleges have long been sites for educating two groups of students: those going on to baccalaureate education and those seeking degrees in vocational-technical fields. If there are specialized programs of information literacy instruction for these divergent groups, they have not been described in the literature. This article examines prior relevant literature and empirical evidence from focus groups and a survey to provide a brief outline of the vocational/technical information literacy programs in community college libraries and makes recommendations for reassessing the priority assigned to these activities.
The Future in North Carolina

DIVERSITY  LIFE CYCLE LIBRARIANS
Change

PREDICTING THE FUTURE
What does CHANGE mean?

The Process of Becoming Different

To Transform or Convert

A Transformation or Modification; Alteration
50 Reasons Not To Change

1. I’m not sure my boss would like it.
2. It’s too expensive.
3. We’ll catch flak for that.
4. That’s someone else’s responsibility.
5. We’ve always done it this way.
6. It’s too political.
7. We’re doing OK as it is.
8. We don’t have consensus yet.
9. It can’t be done.
10. We don’t have the staff.
11. We tried that before.
12. It’s not my job.
13. It’s against tradition.
14. They’re too entrenched.
15. Another department tried that.
16. We’re waiting for guidance on that.
17. It won’t work in this department.
18. There’s not enough time.
19. There’s no clear mandate.
20. It needs more thought.
21. It needs more committee study.
23. We’ve never done that before.
24. No se puede.
25. There’s too much red tape.
26. It’s contrary to policy.
27. We have too many layers.
28. They won’t fund it.
29. It’s too complicated.
30. It’s too long.
31. It’s hopeless.
32. We can’t take the chance.
33. It’s too radical.
34. It’s too visionary.
35. Es imposible!
36. We don’t have the equipment.
37. No one asked me.
38. We didn’t budget for it.
39. It won’t fly.
40. We can’t take the chance.
41. It’s a fad.
42. Me falta ánimo.
43. They don’t really want to change.
44. It will never fly upstairs.
45. ¡Nunca pasará!
46. It’s all for it, but . . .
Lankes’ Fundamental Point

The MISSION of LIBRARIANS is to IMPROVE SOCIETY through FACILITATING KNOWLEDGE CREATION in their COMMUNITIES.
Radical Conversations

Programming that promotes and transforms student learning
Libraries create, are special, not testing centers or supreme authority
Demonstrating conversations with community and value gained
Focus on knowledge
Tell stories of impact with students and community
Seth Godin

Seth’s Blog: The Future of the Library

*Seth’s proposal for economic shortfalls:* “train people to take intellectual initiative” to find and connect to information already out there
Pivot Points for Change

Keep the machines in your factory but change what they make
Keep your customers but change what you sell
Keep your staff but change what you do
Keep your mission but change your scale
Keep your technology but use it to do something different
Strategic Planning

PREDICTING THE FUTURE
Assessment and Evaluation

Assessment is the process or means of evaluating work or activity.

Evaluation is the development of a judgement about the amount, number or value of something.
The Strategic Planning Process

What is Strategic Planning?

“Creating strategy is creating a process for being sustainable and achieving success with an organization’s primary mission.”

The goal of all strategic planning is to create a solid framework by which important decisions, process development, and competitive position may be created.

Good strategic planning will be flexible and dynamic, and allow for future goals to be implemented.
Strategy Formulation & Development

**Formulation**
- Developing Mission and/or Vision Statement
- Reviewing of statements may lead to necessary re-evaluation and reassessment of goals and visions
- Keeping mission and vision updated and reflective of the needs of the library is key to developing a strong organization identity

**Development**
- Gathering necessary information for the planning process
- SWOT Analysis: Identifying strengths, weaknesses, opportunities, and threats in regards to the organization
- Environmental Scan – relevant data regarding external factors may influence operation
Swot

Strengths and Weaknesses
- Traditional strengths may become new weaknesses
- Change and progression alter strengths and weaknesses; remain flexible to change to keep the organization moving forward

Opportunities and Threats
- Some threats may be considered opportunities
- Example given in SR: the threat of budget declines may provide the opportunity to seek out alternative revenue resources
Innovation and Entrepreneurship

PREDICTING THE FUTURE
Library 4.0
North Carolina has the intellectual and innovative capacity to compete with any state or nation; what it lacks is the optimal mix of processes, resources, and people to convert that capacity into new products and services that lead to increased economic activity and jobs. North Carolina’s innovation commercialization ecosystem can be improved.
A summary and details of each recommendation follow.
What is Entrepreneurship?

Creativity
Innovation
Value creation
Practice-related
Teachable skills?
Discovering opportunities
Non-traditional means of employment
Trends impacting LIS

Technology
Data and analytics
Learning
Demographics
Policy
Resources
Future Competencies

- Project management skills
- Facilitate learning and education
- Working with variety of technologies
- Marketing and advocacy skills
- Communication skills
- Open to working with diverse populations
- Problem solving
- Social services training
- Fundraising and development skills
- Building relationships
- Value of assessment
Education positively influences skills

MANAGEMENT SKILLS

Planning
Organizing
Marketing
Financial mgmt.
Legal
Administration
Problem-solving

ENTRE AND MATURITY

Planning and development
Environmental exam
Opportunity ID
Networking
Self-awareness
Accountability
Emotional stability
Creativity
Education, Design and Practice

Understanding skills in a Complex World

Conference


Nora Bird, njbird@uncg.edu
Michael Crumpton, macrumpt@uncg.edu
University of North Carolina at Greensboro
Networked Leadership

PREDICTING THE FUTURE
What is a network?

“A group of people or organizations that are closely connected and that work with each other.”

Source: Merriam-Webster
http://www.merriam-webster.com/dictionary/network
What is Networked Leadership?

“...if you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organization or community.”

~ David Chrislip and Carl Larson in Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference

It means working across and beyond traditional boundaries to address shared concerns or challenges; working across organizations or even sectors for a shared purpose.
Why use networked leadership strategies?

**To enable us to...**

- Develop and strengthen community across orgs, sectors, perspectives
- Access more diverse perspectives across stakeholders in issues or processes
- Build and share knowledge more quickly/efficiently
  - Accelerate the spread of good ideas through the network
- Mobilize (more) people
- Be more effective together to address complex, systemic challenges through deeper understanding and multi-faceted solutions
  - Change is not dependent on any one person’s action or leadership – not all the eggs are in one basket
21st Century Leadership

People:

Want to be respected.
Want to feel valuable.
Want to be successful.

They are uncertain about their future.
Get complacent when times are going well.
Wonder what their leaders are thinking.

All humans struggle with two common issues...

1. We want to be successful—with our work, our families and our lives.
2. We are unable to predict the future.

That’s why leadership matters so much!
Leading in the 21st Century

“Leaders don’t create followers…

…they create other leaders!”
Advocacy

PREDICTING THE FUTURE
Advocacy
Creating Advocates
What is Advocacy, Really?

**Advocacy is...**

...educating, explaining, speaking out, gathering support, or promoting – either directly or through allies like board members, supporters, and/or community members – about/for an issue you care about.

**Advocacy is sometimes...**

...in direct support of or opposition to a specific bill, law, referendum, or ballot measure (pending or proposed).

This is lobbying; it is just one type of advocacy.

**Advocacy is not...**

...direct service. For example:

- teaching a visitor how to use the internet to search for a job
- offering an art history or STEM class to local school children
- digitizing documents/artifacts that tell the story of your community’s history

*With this in mind, what are advocacy activities that libraries, archives or museums may engage in?*
Shifting From Informed to Engaged

Here are five crucial leadership strategies that will help move your members from merely informed to actively engaged:

Keep it real. Be authentic — and make sure employees know you’re a real person. As a leader, it’s your job to set an example and demonstrate the highest moral standards and ethics in everyday life so your employees follow suit.

Be accessible. Make sure employees can directly communicate with supervisors. One study revealed that leadership is the primary concern of 90 percent of employees, followed closely by culture and engagement (86 percent). Being available for two-way conversation can do wonders for fixing this.

Join in. Believe it or not, building trust in executives is more than twice as important as building trust in immediate managers. It’s crucial for you to collaborate with frontline employees to truly prove your authenticity. Get in the trenches to work alongside them.

Make it matter. Give employees meaning in their projects so they have something to work toward and track progress against. It’s important that they feel they’re making progress on a daily basis, and they also need to see that their work contributes to the greater good of the company. Otherwise, they’ll see their work as meaningless.

Say “thanks.” Recognition goes a long way toward inspiring good work from good people. Identify when employees go above and beyond — positive reinforcement will encourage them (and others) to continue doing so.
Creating a Sphere of Influence

The Real Value of your Associations:

☑️ Help others be as successful as they can be.
☑️ Help others gain knowledge and develop new skills.
☑️ Help others anticipate the future of their work and organization to reduce surprise.
☑️ Help others adapt to the transformation of their work and organization--anticipate and cope.
☑️ Help your entire organization / profession continue to innovate and transform to stay relevant and vibrant.
☑️ And in all things, remain honest and true to your values.
North Carolina Library Association
Value of Professional Associations

HISTORICALLY

Value derived from continuation of org, even if declining, value representation is small

Individual value is related to the time and effort of the individual’s investment
  - Fisher

NEW GENERATION

Individuals – skills and competencies, attitudes and behaviors, career success, well-being

Employing organizations – reputation, visibility, performance, knowledge

Profession – social inclusion, promotion of culture, heritage
  - Henczel
Spending Time at Apple

Apple wants you spending more time in its stores. No, not at the Genius Bar getting your iPhone battery replaced, but actually hanging out long enough to (hopefully) learn something new.

To help make that happen, the company today announced an expansion of its in-store educational programming, called "Today at Apple," adding 50 new sessions to its lineup of free classes.

The courses are built around specific subjects, like coding, photography, music, and video editing and are designed to appeal to a range of ages and skill levels. There are numerous "photo walk" sessions, which help teach mobile photography skills, for example, as well as "make your own emoji" art classes for younger kids. There are also coding classes and sessions on learning how to use your iPhone's accessibility features.

Apple has been running "Today at Apple" for more than a year now, but the program has already become an important part of the company's mission to turn its products and retail stores into a lifestyle. Apple's retail chief, Angela Ahrendts, has said her goal is to turn the company's physical stores into a kind of "town square."

There are the obvious benefits: if you already buy Apple products, then classes like these can help you get more value out of the stuff you're already buying — and increase the chance you remain a loyal customer in the future.

But it's also aspirational. A young kid might get their first iPhone or iPad and have dreams about one day becoming a YouTube star or creating an iPhone app of their own. A few free classes at the local Apple Store might make those kinds of challenges seem less daunting. And because the classes are free and open to anyone (store employees will loan out iPhones and iPads if you don't have your own), it helps Apple broaden its reach.

https://mashable.com/article/apple-revamps-today-at-apple-classes/#TzhbopW9EgqU
Driving Future Spaces

DRIVERS:

DEFERRRED MAINTENANCE AND COMPLIANCE WITH CURRENT CODE

- Refurbish the 1950 and 1973 Buildings
  - Replace aged HVAC and electrical systems with new energy efficient systems
  - Install required current code compliant fire suppression
  - Create current code compliant fire stairs and elevators

INCREASE STUDY SPACE

- Increase study, research and instruction space
  - 1973 enrollment: 7,000
  - 2018 enrollment: 20,000
  - Double student seating counts
  - Collaborative team rooms
  - Quiet study space
  - Modernize service points

STUDENT SUCCESS

- Unify Student Success Functions
  - Writing Center
  - Speaking Center
  - Tutoring
  - TRIO
  - Digital Action and Training
  - McNair Scholars Program
  - Academic Skills
  - Supplemental Education

MODERNIZE STAFF WORKSPACE

- Improve staff working spaces

PROTECT VALUABLE RESOURCES

- Create a proper archival storage environment
  - Special Collections
  - University Archives
  - Provide growth space for the unique signature of the campus that these collections represent
UNCG Libraries Future as example

**Technology Support and Training**
- Increase access to current academic technologies
  - IT Support
  - Computing
  - Media creation and manipulation
  - Large scale visualization lab
  - Makerspaces
  - Emerging Technologies

**Innovation in Teaching and Learning**
- Partner with the University Center for Teaching and Learning
  - Support faculty training in emerging academic technologies

**Support University and Community Events**
- Improve Student Center's and Library's ability to accommodate events
  - Meetings
  - Convocations
  - University Events
  - Business events
  - Community events

**Digital Scholarship**
- Create a Center for Digital Scholarship and Visualization

**Integration into Evolving Campus Master Plan**
- Improve the library's connection to campus vehicular and pedestrian access
LIS 685 – Issues in Advanced Library Administration and Management Studies

Exploration of advanced topics in library administration and management with an emphasis on library and information agencies

Dr. Noah Lenstra & Michael Crumpton

The Nexus LAB team, in partnership with Toolkit Consulting, issued this fully adaptable and customizable set of seven leadership-focused curriculum modules in 2017. These modules are freely available for trainers and workshop leaders to adopt, adapt, and use when delivering leadership development and training offerings. This curriculum development was made possible in part by the Institute of Museum and Library Services [Award Number: RE-00-14-0095-14].

Nexus LAB Curriculum

- Articulating the Case for Change: How strategic communication can help you!
- Fostering Innovation and Creativity
- Advocacy Primer for Libraries, Archives, & Museums
- Building a Networked Approach to Leadership
- Engaging Diverse Stakeholders to Lead Change
- Are You Moving the Needle? Assessing the Impact of Advocacy Efforts
- Positioning Your Organization in Community, Economic, and Social Issues

Nexus LAB: Layers of Leadership across Libraries, Archives and Museums

Layers of Leadership: Key Roles and Challenges

Role-specific skills are developed at each step. Common skills are also developed across all levels.
In Summary........

Planning for the future is about:
- Changing and adapting
- Learning to be strategic
- Demonstrating innovation
- Developing networked groups and leaders
- Advocating
- Using your professional associations
References


Nexus LAB: Layers of Leadership | Educopia (see previous slide)

Tracking Innovation, North Carolina Innovation Index, North Carolina Department of Commerce, Office of Science, Technology & Innovation, December 2017

UNCG Master Plan and Programming, Ratio Architects, 2018
