



MANAGING CHANGE IN ACADEMIC LIBRARY: THE CASE OF VILNIUS UNIVERSITY LIBRARY

Upravljanje sprememb v visokošolski knjižnici: primer univerzitetne knjižnice v Vilni

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Abstract

Purpose: The main objective of this article is to ascertain some most significant fields of the academic library activities, which have (or could have) an impact on strengthening the library's role as a partner in academic community, as well as to perform assessment of Vilnius University Library (thereinafter VUL) capacities in order to see what kind of current or future activities performed by the library may contribute to the building-up of such role in Vilnius University (thereinafter VU) community.

Methodology/approach: Analysis of LIS professional literature of the latter five years reveals the key trends in development of academic libraries, their innovative change and challenges – partnerships of open access, managing of research data; research support; research assessment, Library scientific research, as well as allows to perform situation analysis of one particular library in order to see if and at what scale these identified trends can be traced in VUL.

Results: It was established that VUL contributes to the idea and practical implementation of open access, collaborates with VU and Lithuania's academic community in the projects of research data management, takes an active part in carrying out bibliometric research, helps to form a range of research support services, promotes the Library's scholarly research and contributes to formation of the institution's research potential.

Research limitation: This article focuses on analysis of one academic library (VUL) and its activities. Such issues like studies support, library as a space for communication, professional assistance in research events organization, improvement of information and media literacy were deliberately not covered.



Originality/practical implications: Identification of common trends and measures of their practical implementation in one particular institution may be useful for other libraries planning the strategy of change and (or) implementing selected solutions.

Keywords: *academic libraries; open access, research support, data management, research evaluation, managing change.*

Izvleček

Namen: Glavni namen članka je ugotoviti, katera so najpomembnejša področja dejavnosti visokošolske knjižnice, ki vplivajo (ali bi lahko vplivala) na večjo vlogo knjižnice kot partnerja v akademskem okolju kot tudi oceniti, katere sedanje oziroma prihodnje aktivnosti Univerzitetne knjižnice iz Vilniusa (VUL) lahko povečajo partnersko vlogo knjižnice v univerzitetnem okolju v Vilniusu.

Metodologija/pristop: Analiza strokovne literature s področja bibliotekarstva in informacijske znanosti v zadnjih petih letih kaže temeljne trende razvoja visokošolskih knjižnic, inovativne spremembe in izzive – partnerstvo pri odprtem dostopu, upravljanje z raziskovalnimi podatki, podporo razvoju, ocenjevanje razvoja, znanstveno raziskovanje; omogoča tudi, da ocenimo posamezno knjižnico ter tako ugotovimo, ali in v kolikšni meri VUL sledi tem trendom razvoja.

Rezultati: Ugotovili smo, da VUL prispeva k zagotavljanju odprtega dostopa, sodeluje z Univerzo v Vilni in akademskim okoljem v Litvi pri projektih upravljanja raziskovalnih podatkov, izvaja bibliometrične raziskave, sodeluje pri zagotavljanju podpore za raziskovalno delo, promovira znanstveno raziskovanje v knjižnici in prispeva k oblikovanju razvojnega potenciala knjižnice.

Omejitve raziskave: Članek temelji na analizi le ene visokošolske knjižnice (VUL) in njene dejavnosti in namerno ne obravnava knjižnice kot prostora za komuniciranje ter njene vloge pri podpori učenju, nudenju strokovne pomoči pri organizaciji znanstvenih dogodkov, izboljšanju informacijske in medijske pismenosti.

Izvirnost/uporabnost raziskave: Prepoznavanje skupnih trendov razvoja v določeni knjižnici in njihova uporaba v praksi sta lahko koristna tudi pri načrtovanju strateških sprememb in (ali) njihovem uresničevanju tudi v drugih knjižnicah.

Ključne besede: *visokošolske knjižnice, odprt dostop, podpora raziskovanju, upravljanje podatkov, ocenjevanje raziskovalnega dela, upravljanje sprememb.*

1 Introduction

Of all the libraries, the academic library is the first place where changes in information environment influencing the shift in the needs and expectations of the academic



community are being detected. Due to changes in teaching – learning concepts and increasing requirements for effective research, teaching/learning /research facilities and environment have to change as well.

One can argue that academic libraries already add significant value to learning/ teaching and research, however, this trend has to be strengthened and it is not enough just to do the same things in a different way. Although the majority of university leaders and students, as well as a part of scientists and researchers still see a library as a physical place and space, the scope of traditional library services related in the first place with the use of printed materials in a physical space has been constantly reducing. For students a library is a space for studies while university's professors and researchers, particularly those representing the field of medicine, exact and natural sciences rarely attend their library. Usage of electronic resources has been progressively increasing at the same time triggering the rise of cost of resources. At this point we often face a paradoxical situation when members of academic community, who use electronic resources, do not relate these resources to services of the library. Back in 2006 Campbell pointed out that the library's role as the most significant information repository has been decreasing. Although the academic library is traditionally defined as university's "centre", "heart", "connecting link" and the like, it is obvious that new ideas, new directions, new skills and courage are needed in order to find one's niche and become ready for new developments.

In order to determine sustainable course of academic library activities, which would be in line with community's needs for studies and research and would ensure vitality of libraries and librarians, as well as contribute to overall institutional reputation and prestige, as wrote S. McKnight, it is necessary „To keep scanning the horizon and developing new visions of what academic library services could be like.” (McKnight, 2010, p. xviii).

The article strives to feature some most significant fields of academic library activities, which have been established or are being established and to evaluate their impact on strengthening the library's role as a partner in the academic community, as well as to perform an assessment of VUL capacities in order to see what kind of current and future activities performed by the library may contribute to the building-up such role in the VU community.

This article was inspired by the changes brought about by the creation of the Scholarly Communication and Information Centre (SCIC), the new building within the structure of VUL. The name of the new building itself implies a new/different approach to the library, to its functions, services, potential and the community it serves. On the other



hand, we refer to another building, physical place, the appearance of which in IT dominated world, where e-resources step by step replace the traditional ones, could be questioned. Another important aspect determining the content of these reflections is the principle declared by VUL – $1 + 1 = 1$ ¹.

2 Change as an important factor in planning the future of the academic library

Of all the libraries the academic library is the first place where changes in information environment influencing the shift in the needs and expectations of academic community are being detected and that requires prompt response, decisions and change. However, academic libraries have always faced up to technological changes, building positively on the challenges of each new era. Library often continued to be regarded as the centre of the university, but in order to hold this position library staff needs to show continuing resilience, adaptability and creativity in doing more with fewer resources.

The future academic library is usually presented and discussed in the context of change – changing technology, users, their expectations, services, responsibilities, librarians, etc. These changes challenge the very nature of academic libraries, their leadership, organizational sustainability and integrity. Challenge and change are the key words of our professional life. The numbers of authors touching upon challenges and discussing future scenarios of academic libraries are growing continuously (McKnight, 2010; Alvite & Barrionuevo, 2011; Lankes, 2011; Law, 2009; Law, 2010; Wood, Miller & Knapp, 2007; Woodward, 2009; Michalko, Malpas & Arcolio, 2010; Oakleaf, 2010; Brophy, 2007). One can say that there are more or less agreed challenges; however, solutions are not so visible or common. Alongside traditionally defined challenges, Law (2010) indicates a literacy, need for instant results, preference of short items, necessity to adapt to “digital natives”, growing amount of born-digital contents, etc. Availability of online information reduced the need for both academic staff and students to come

¹ The old Library which is situated in the central campus of Vilnius University, with its scientific and heritage collections and integrated humanitarian faculties' libraries, and the SCIC containing collections of physical, technology and social sciences, operates in two buildings but both of them are integrated through horizontal activities, they have the same system of values and services. Both buildings have one name – *Vilnius University Library*. It is not by chance that we took a mathematically incorrect formula $1+1=1$ as an illustration of our work scheme, which defines integration of various services (related to cultural heritage and information provision), work in two buildings, preservation of old collections and our strive for innovation, desire to cherish university traditions and establishing new ones, our aspiration to combine aesthetics and functionality.



to the library to find information; libraries no longer hold the unique central role they once had as the main repository of information. Declines in usage statistics and in use of materials question the role of the academic library, need of academic library as a place/building. So what do libraries do, when their role as collection stewards is no longer valued?

The response to this challenge is as never-ending as the change itself. An emerging issue is managing change. Sapp and Gilmour summed this idea up saying "Change happens transformation, however, is planned." (Sapp, Gilmour, 2003). Capability not only to face coming events, but also to anticipate them, to plan and manage changes – that is one of the key factors for survival and success of every organization.

With reference to "planning the change" position, it would be well to agree with Lankes and his radical views expressed in "The Atlas of New Librarianship", saying that, "The mission of librarians is to improve society through facilitating knowledge creation in their communities"(Lankes, 2011). He sees our profession based not on books and artefacts, but on information and knowledge acquired in the process of communication and mutual learning.

Another and no less important factor in planning the change is a certain shift in focus, when a perennial question "What is the future of libraries?" (Actually the form of the question itself prompts the answer that libraries have the future) needs certain refinement. Change of the wording to "What should be the future of library and librarians in a democracy?" makes a librarian and a library an active creator of desirable future rather than a passive observer. Lankes (2012) puts forward a model of the library as a platform, which not merely and not so much provides to the community an access to the resources on hand, but also enables everyone to participate actively in the creation and development of their library, bringing about the change, or adding something what in their opinion is significant, interesting or useful. In order to reach this objective, it is important to abandon the thought that libraries work with users, readers or clients. Terms "member" or "co-owner" imply a different level of relationship and understanding. Other substantial aspects: the library not only provides an access; in order to reach the said objective, the library provides access, teaches, creates an appropriate environment and motivates, thus librarians should become library creators not just library employees (Lankes, 2012). Lankes believes in the potential to develop the profession of librarianship, where "...preservation and improvement of society" are central values.



3 Library as an academic partner: prerequisites for building-up the role

The notions of co-owners, members, creators suggest importance of changing library role from being just servant/service provider to becoming an academic partner. Practical implementation of the vision of the academic library as a partner is related to the following activities, which have (or could have) an impact on the change of the library's role in academic community:

- *open access promotion*, as well as formation and development of open access documents' unit as a significant element in research infrastructure; despite of principal approval and practical problems, no one doubts the impact of open access on scholarly communication at institutional, national and international level; the potential role of academic libraries in promotion and development of open access documents' section as a significant element in research infrastructure is under consideration.
- *managing of research data*. The academic environment is facing growing amounts of research data that need to be stored, shared and made discoverable. Another important issue is that the size of research community has increased enormously, so the challenge of re-engaging with researchers to understand their developing knowledge management needs is clear (Lewis, 2011, p. 146). The task of the academic/research library in this field is to maintain research infrastructure, which would ensure undisturbed access, usage, repeated usage and reliability of data. Considering the usage of scientific data, research community and the general public have been confronting some challenges lately and these challenges are analysed in various aspects. On the other hand, regardless of their technical, ethical, legal, economical or organizational dimensions, it is obvious that somebody has to face the challenges and manage them properly. The academic library is the institution able to manage "scientific data". Enhancement of data management activities is connected with the emerging role and career development of data scientists/ data librarians and the associated supply of specialist data curation skills to the research community (Swan & Brown, 2008). Relying on the needs of researchers, as well as the cycles of scientific data development (creation, access, repeated usage, storage, processing, and evaluation), libraries could work out scientific data management plans (Berg, 2012). The potential of these activities performed in the library was testified by the LIBER conference, which took place in Tartu in 2012. The conference was finalized with "Ten recommendations for libraries to get started with research data management" (2012), prepared by E-Science working group. This development provides for the managing not just storing information, making libraries academic partners not just services providers.



- *creation of new library cooperation* and partnership structures facilitating the quest for joint solutions for creation and usage of science and studies infrastructures. New structures based on partnership and consolidated by common goals helps to address challenges more rapidly, to join forces in search of conjoined optimal solutions;
- *research support*. In many countries there is an increasing demand from government/university/faculty to produce academic publications and these have become an important source of finance for institutions of higher education, so the number of community members conducting research is growing. It is hoped that libraries should increase contributions to academic institution research productivity, even on faculty grant proposals and funding (Olsen, 2012; Oakleaf, 2010). On the other hand academic libraries encounter many challenges when providing services for researchers; the direct use of the library in information searches has reduced significantly and continues to decrease. In recent years the academic library has encountered a paradoxical situation when the use of electronic information resources has been increasing (at the same time triggering the rise of cost of resources), but members of community, especially those using electronic resources, quite often do not relate these resources with services of the library. It looks like the electronic information resources which may be accessed and used at work places, at home, during work trips, originate and can be accessed by themselves without any efforts of mediators.

It is obvious that carrying out research support functions would allow filling another significant niche of academic library activities. The most important prerequisite to fill this niche is to be aware of researchers' needs and avoid plunging them into existing structure expecting that they will act in a traditional way, in our opinion, the only right way to behave. It is very important to understand that researchers and scholars do not bother about hard work and inner problems of the library, but they do care about the provision of individual approach to every particular user by the library. Yet more important aspect of this task is to identify gaps and improve librarians' knowledge, competences and skills necessary to perform such activities (storage of research data, data management and curation, the use of metadata, advice on data mining, preservation of project records, knowledge about sources of research funding and the like) (Auckland, 2012a). This is evidently related to the improvement of librarian's qualification and (or) change in qualification requirements. Importance of this issue is proved not only by a great number of publications on subject/liaison/data/profile librarian (Feldmann, 2006), science (Stern, 2009), research group librarian (Olsen, 2012), profile librarian, but also by a special research seeking to analyze changing needs of researchers and the effect on the subject/liaison role within libraries, and to outline the skills and knowledge that are required to meet those needs (The Value..., 2011; Auckland, M.



2012b). It is important to underline that even though the research support function is first of all focused on the needs of scholars and researchers, its practical performance depends on the new attitude of librarians, on their knowledge, competence and skills. A whole range of publications on this theme underline the importance of improvement of librarian's qualification and (or) change in qualification requirements.

- *assessment of institutional research*. In this field the most obvious is libraries' administrative role in supplying bibliometrics (Gerritsma et al; 2011). Professional use of high level bibliometrics instruments and proper presentation of results increase visibility, as well as adds value to the library in academic community. Due to these activities, a university library may gain the authority in the eyes of university community as an expert in bibliometric analysis. It gives more opportunities for face-to-face communication with scientists and researchers: the library holds consultations on development and improvement of publishing strategies and citation score. Bibliometrics helps to develop a wide range of library services and becomes a new field of activity for the changing profession of a librarian (Gerritsma, 2012). Other authors advocate a more strategic role for libraries: to focus on the scholarly activity all around the library, to curate, advise on and preserve the manifold outputs of research activity (MacColl, 2010; Oakleaf, 2010).
- *promotion of library science research*, launching of research projects and participation in these projects enables libraries to attract qualified specialists and to carry out some tasks which libraries would not be able to perform in running order. Alongside with direct outcomes and products of research, it increases visibility of the library and helps to earn the respect of academic community. Library in this way contributes to overall institutional reputation and prestige.

4 The case of VUL²

VUL – the oldest, biggest and most influential among Lithuanian academic/research libraries states that its mission “is to provide a world-class library and information ser-

² The Vilnius University library (VUL) was founded in 1570, nine years earlier than Vilnius University. VUL is still in the same premises, where it was founded. VUL holdings are 5,4 mln. documents. In 2013 one of the oldest libraries in Europe is celebrating its 443th anniversary. Being an integral part of the history of the University, Lithuania and Europe, safeguarding and cherishing millennium tested traditions of academic library, yet open to new ideas and experiences – such is Vilnius University Library today. Freedom of thought, creativity, most progressive ideas of science, and tolerance will always stay most precious guiding marks of the Library. The privilege of venerable age is not granted as a matter of course. It is also great responsibility and the incentive to change in such a way that the notion of the “oldest” should not be the only superlative defining the library. The library strives to be the largest – in terms of striving to be open, most dynamic – by its changes, the most modern – by its novel ideas.



vices to meet the ever-changing demands of the university, country and international academic community" (Mission, 2012). VUL activities are based on certain common values: openness, partnership, responsibility, tradition and dynamism. These values are not only important for everyday routine but they help us to define new trends of the Library development.

The last-mentioned prerequisites to establish the Library's role as an academic partner enable to perform analysis of VUL activities and to figure out whether and how the Library responds to the major trends in the development of academic libraries, what kind of activities may serve as an evidence of proactive attitude towards future planning; what are the shortcomings, why and how the situation should be improved and/or changed.

4.1 Open Access and managing of research data - creation of new library cooperation and partnership structures

Following the major trends in academic library development, VUL strives to apply the principles of open access to scholarly information. Creation of new library cooperation and partnership structures is a prerequisite for open access promotion, as well as formation and development of open access documents' section as a significant element of research infrastructure at national level. VUL takes on responsibility for the activities of the Consortium of the Lithuanian Academic Libraries for the Maintenance and Development of an Information Infrastructure for Science and Studies (CLALMDIISS), as well as a project "National Archive of Research Data (MIDAS)". Since 2010 the work of CLALMDIISS has been based on joined actions. At present, the Consortium consists of 44 institutions. The main objective of the Consortium is to undertake integrated activities necessary for Lithuanian academic libraries and to consolidate organizational, technical, technological and financial potential, as well as professional knowledge and skills, and thus to ensure continues cooperation in implementation of measures necessary for the maintenance and development of an information infrastructure for science and studies of Lithuanian academic libraries. Lithuanian Academic Electronic Library (eLABa)³ is one of the key measures acting as a national integrated open access repository. It consists of the following parts:

And indeed it is such: it was the first to create electronic catalog, to produce a compact disc actualizing unique collections of the Library, to put together information literacy programs and to create its website, it was also the first to launch initiatives of creating strategies for the preservation of and provision of open access to the scientific databases and their archives.

³ Lithuanian Academic e-Library. Retrieved at 13. 03. 2013 from: http://www.elaba.lt/eng/index.php?page=elaba_placiau



- Lithuanian research and studies institutions' metadata database of research and studies documents;
- Electronic Thesis and Dissertation (ETD) information system;
- Publications' database (PDB);
- Electronic items' repository;
- Statistics, authority records, reprints of documents, UDC, databases of administrative data.

At present (10/03/2013) eLABa contains 6418 digital items, out of them 5529 articles, 6250 open access digital items. ETD contains 23.317 documents; out of them 15.183 are open access documents.

The task of the academic/research library in the field of administering scholarly research is the support of scholarly research infrastructure, which would ensure undisturbed access to data, its reliability, use and repeated use of data. VU represented by the Library, in cooperation with Vilnius University Hospital Santariskiu Klinikos, have been carrying out a project MIDAS. Thirteen academic and medical institutions participate in the project.

The objective of MIDAS project is to create an integrated national digital archive of scholarly research data, which would provide electronic services, collect and store empirical data in the field of biomedicine, physical, humanitarian, social and technology sciences, as well as other information related to scholarly research.

A working group, set up by the order of Minister of Education and Science, preparing Lithuanian Information Infrastructure for Science and Studies programme for 2013–2019 (LITMIS)⁴ made provisions for the development of eLABa integral service. The main objective and goals of the programme, in preparation of which VU Library took an active part, is to establish conditions under which applying advanced information technologies and management of national level, the public could achieve, develop and increase knowledge and competence, as well as to create and develop integrated research and studies information systems, to ensure their infrastructural integration, open access and effective performance.

⁴ LITMIS programa. Lietuvos mokslo ir studijų informacijos programa. Retrieved at 13. 03. 2013 from: <http://www.liemsis.lt/turiny/litmis-programa>



4.2 Implementation of research support function – challenges and results

Currently activities of VUL are focused on practical implementation of research support function. Although the importance of libraries' research support activities is acknowledged by both Lithuanian academic libraries and by academic community and researches, who are the main target of libraries and to whom libraries offer relevant services, in Lithuania we haven't got a proper term which would convey the meaning of the above mentioned concept well known in the English language. Offered terms – research/researchers/science/knowledge production assistant – reflect only certain aspects of the activity and not a whole concept. For the meantime solely the subject librarian's functions and their specification are under discussion in Lithuania. On the other hand, it is important for us to perform activities focused on research and studies support, so we are looking for the means to address the need for subject librarians, to find employees who would meet specific requirements. It is our belief that this position should be properly defined, so that if the need be we could organize trainings, develop competences or may be even begin preparation of such specialists.

Introduction of subject and personal librarians into a scheme of VUL activities is related to changes in strategic aims of the Library. Activities of a subject librarian are focused on purposeful building of research information resources collection, on studies of higher level, on support of scholarly research information infrastructure. In a general sense, a subject librarian should be able to perform analysis, to summarize information and draw conclusions, as well as to be proficient in modern information search methods and tools; in case of necessity a subject librarian should organize relevant trainings and (or) identify the need for such training.

Alongside with a subject librarian whose activities will focus on academic community and whose future prospects are related to professional research support, a position of a personal librarian was also introduced into the Library. A personal librarian helps students to make use of services provided by the Library, he/she continually informs them on new tools, new publications relevant to the field of their studies and helps to perform a correct search in the electronic catalogue or databases.

4.3 Assessment of institutional research – supplying bibliometrics

Bibliometric research in VU Library started in January 2010 when Scientific information data centre, a department of VUL, carried out a survey *Interest in bibliometric research*. The main objective of the survey was to ascertain researchers' opinion on bibliometric research, as well as define topics of such research. The survey of researchers showed



that indexes of journals that have published their articles have become the key issue for the community.

With regard to requests submitted by the researchers, in 2010 the Library performed three analyses in order to measure citation indexes and compare the results of VU to other institutions of higher education in Lithuania. In 2011 four analyses were carried out using DB *Web of Science* and *SCOPUS*. Besides, the Library conducted comparative analysis of publication indexes of Lithuania, Estonia, Finland and Germany in the field of humanitarian sciences.

In addition the analysis clarified an attitude of journals (which published articles of VU researchers) towards open access according to *Sherpa/Romeo* register. In cases where there was no such data in the register, it was decided to look for this information in official websites of journals. Considering the proposals of researchers, h-indexes were established for the journals which published articles of researchers in the field of humanitarian and social sciences.

The outcomes of these analyses were summarized and sent to the members of VU Senate, besides they were presented to the academic community at the VU Senate meeting (Petrauskienė 2012).

A range of bibliometric research expanded in 2012. Six analyses were carried out: publications by VU researchers in DB *Web of Science* (WoS) in 2011; calculation of citation indexes; measuring of h indexes; analysis of access status of publications containing articles written by VU researchers; analysis of citation indexes in a subject category; analysis of median of citation indexes in a subject category. At the request of VU administration, outcomes of analyses are regularly presented to VU community.

Popularity of bibliometric research and analysis of its outcomes have proved the importance of such research both for the Library and first of all for VU community. Undoubtedly, this activity contributes greatly to the increase of the Library's role.

4.4 Scholarly research development – library scholarly research

VUL is a research library. It is an institution gathering collections of cultural and scientific documentary heritage of exceptional significance, supporting information infrastructure of scholarly research and providing conditions for scholarly communication. It supports as well as performs scholarly research. Gathering, storage and promotion of scientific and cultural heritage have always been and will be a very important part of the Library's professional life. On the other hand, information technologies have



triggered some changes in the academic library. A need for modern service presents new challenges for the activities in the field of traditional cultural heritage. It is obvious that the future prospects for this field should be strengthening of scholarly research and development of regional cooperation. Traditionally performed scholarly research, which enabled employees of VUL to prepare exhibitions and publications, to give presentations at research conferences, to publish their research, lacked clearly defined goals, integrity, quite often research topics were chosen by chance without a long-time perspective. A significant event in the field of scientific and cultural heritage was the establishment of a new structural subdivision of VUL – Scholarly Research and Heritage Collections Centre, which undertook a task to initiate, develop and support research of cultural heritage. The new structural subdivision has prompted adjustment of activities performed by the departments assigned to the new subdivision, as well as the advancement and implementation of a full-scale scholarly research tasks.

A project “Digitization of Manuscript Court Books of the Great Duchy of Lithuania and Creation of Script Database” launched in 2012 can serve as a proof of development in scholarly research in the field of heritage collections. VUL has a considerable experience in carrying out projects, yet this is the first project of VUL financed by the Research Council of Lithuania which shows scholarly nature of the project. The goal of this project is to digitize unique documents, create database and organize palaeographic research, as well as studies in script graphic and orthographic systems. This project is being implemented by VUL staff, Vilnius University researchers from the Faculty of Philology, and historians from the Lithuanian Institute of History. Scholarly projects of the sort, when the Library strives to initiate research activities in which it plays the leading role accumulating forces of researchers in LIS and University community, helps to recruit qualified specialists and to carry out some tasks which Library would not be able to perform in running order. Alongside with direct outcomes and products of research, it increases visibility of the Library and helps to earn respect of academic community.

For the strengthening of the Library’s role as a research institution it is also important to consider research potential of the personnel. VUL encourages its employees to take up doctoral studies. At present the Library has five doctoral students. The number of doctors working in the Library has been constantly increasing. In 2012/2013 two Library employees have defended their doctoral dissertations.

4.5 Promotion and reinforcement of change – new structure of VU Library

An important prerequisite for planning the change and reinforcement of reached results/arrangements is properly performed adjustment of the Library’s organizational



structure. In the period of preparation for the new organizational change, the main task was to define explicitly all activities carried out in two buildings of the Library (Central library and SCIC) focusing on horizontal (embracing both buildings) and vertical activities (performed only in one of the buildings), functions and responsibilities of departments, new activities and structures necessary for their performance. The new organizational structure of VUL underlines new aspects of activities:

- *innovation*. Activities of one of the top managers (Director for innovation and infrastructure development) are focused on fostering innovation in VU Library, as well as on coordination of university and national initiatives for the creation of open access full text research publications and scholarly research data repository. Scholarly communication facilities, development of electronic services – these are activities of VU Library centred on the research support for the VU researchers. Coordination of these activities helps to create VU electronic library in cooperation with VU researchers, and to take the leading positions among other libraries of our country.
- *scholarly research*. The research of scientific and cultural heritage collections has been promoted by the establishment of Scholarly Research and Heritage Collections Centre. This centre is supervised by the Director for information, research and cultural heritage activities. The centre consists of Rare Book and Manuscripts departments and its main function is to carry out research activities such as research and /or reconstruction of heritage collections, compilation of detailed bibliographic records for electronic catalogue, preparation of thematic exhibitions on the bases of collected materials and preparation of exhibition catalogues. The outcomes of research are disseminated through active participation in various events (conferences, seminars) organized in Lithuania and abroad, as well as through publication of articles and reviews in the research press. It is planned to organize methodical seminars of short duration as well as summer courses focusing on heritage research.
- *project activities*. At present VU Library has been carrying out quite a number of larger and smaller scale projects focused on development of physical infrastructure, creation and development of information infrastructure, and research of cultural heritage collections. Valuable experience gained by our Library will be of great use in the future. It will facilitate implementation of the Library's plan to take an active part both in European and national projects. As the number of projects has been increasing, a new department for project management and administration was established in the new structure of VU Library. This department consists of VU Library employees, as well as researchers working in Vilnius University and other scholarly institutions. Teams formed for a particular project from the representatives of Library departments and other institutions proved to be a great



success – their flexibility, dynamism and hard strive to perform a task within a certain period of time facilitated management of complex projects.

5 Conclusions

Inner and outer factors that influence activities undertaken by academic libraries give an incentive to look for future strategies, new fields of activities, enabling to provide innovative services, strengthen library role in academic community, improve its image and statute in academic community.

Practical implementation of the concept of the academic library's role as a partner is related to activities which have/might have influence of the change of the library's role in academic community: partnerships of open access, managing of research data; research support; research assessment, Library scientific research.

Striving to form and strengthen its role as an academic partner, Vilnius University Library contributes to the idea and practical implementation of open access, collaborates with VU and Lithuania's academic community in the projects of research data management, takes an active part in carrying out bibliometric research, helps to form a range of research support services, promotes the Library's scholarly research and contributes to the formation of the institution's research potential.

The range, quality and impact of analyzed activities differ. Practical implementation of some activities, primarily of the research support, is related to objective problems of information services supply to academic community: needs and expectations of scientists and researchers are not fully clear; there is a lack of specialists with relevant qualifications and it is not easy to educate and train such specialists in a small country. Therefore it is necessary to confine ourselves to less ambitious subject librarians' services.

Formal and comprehensive description of new activities is important for the management of change. Adjustment of organizational structure, introduction of new positions and their comprehensive description facilitate achievement of this purpose. On the one hand, it allows to inform academic and library community about new activities and functions of the library, on the other hand, the Library assumes obligation to develop these activities and last, but not least – employees of the Library are encouraged to meet high qualification requirements, whereas the Library looks for the ways to improve competencies of the personnel.



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