

[column to be set as per LINK Issue 10, August 2010]

### **People matters** No. 3

As I reflect on this issue's theme of internationalisation, my thoughts turn to 'people matters' within academic libraries as they are impacted by this global trend. Local, professional, and international contexts and cultures have significant influence on the human resource management of academic libraries.

While issues and challenges for library leaders are becoming more global in nature, local context remains critical to finding innovative responses to those challenges. The real success for the discipline of academic librarianship comes when those local innovations can be scaled-up, re-sized, and re-used to fit other contexts and cultures. So, start small and work up, but also pay attention to large scale solutions and be confident to adopt the innovation to fit local contexts and cultures.

Some interesting futuristic reports – which identify trends, risks, and systematic change in higher education and academic librarianship – provide further insight. In 2010, for example, Flynn and Vredevoogd identified 12 emerging trends in higher education. Their number one was that 'Globalisation will influence and shape all aspects of teaching and learning'. Many of the other trends they identify can also be viewed through the lens of internationalisation – e.g. the average age of students will continue to rise; and the mix of cultures, ages, and learning styles will become increasingly varied and rich.

Another 2010 report, by OCLC Research (Michalko et.al.), examined risks and system change in research libraries. Using a methodology more commonly applied in corporate and government environments, it identified 17 high, medium, and low risks for research libraries. Surprisingly, six of the 17 were human resource related, and five of those six were rated high.

What does all this mean for library and institutional leaders? It means we need to pay **attention** to internationalisation; seek **results** to achieve organisational success in meeting the challenges and opportunities it presents; and, identify **techniques** to develop local innovations that might be applicable in different contexts and cultures. Through the **ART** of people management we can make a difference to the future of our human resource in academic libraries.

#### **[CV box:]**

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