Contents

Preface xi

1 The higher education context 1

• Introduction 1; • The development of academic institutions: a brief overview 2; • The ancient universities 3; • University expansion in the 19th century 4; • Popular education: the development of the mechanics' institutes 5; • The Robbins Report and the 'new universities' 6; • The Open University 6; • The creation of the 'binary' system 7; • Resource constraint and expansion: the creation of a single sector 8; • New directions: the Dearing Review 10; • The 2003 White Paper 11; • The Higher Education Academy 12; • University structures 13; • The funding and governance of higher education in the UK 13; • Teaching and learning 15; • Research 19; • The quality of higher education 20; • Further education and the Kennedy Report 21; • Lifelong learning 22; • Conclusion 25; • References 25; • Further reading 27

2 The history of higher education libraries 28

• Introduction 28; • Academic libraries in pre-modern times 28; • The 19th century 30; • The early 20th century 31; • The Parry Report 32; • Expansion and consolidation: from Parry to Atkinson 32; • The Follett Report 34; • Academic libraries in the 1990s 40; • The Anderson Report 41; • The Research Libraries Network 43;• Conclusion 44; • References 44; • Further reading 45

3 The library in the institution 46

• Introduction 46; • Perceptions of 'libraries' 46; • The purpose of a library 47; • Hybrid libraries 50; • Library services 52; • Information strategies 54; • Convergence 55; • Library co-operation 56; • Conclusion 57; • References 58; • Further reading 58

4 Users of the academic library 60

• Introduction 60; • Who are the users? 61; • Undergraduate students 62; • Postgraduate students 65; • Research students and staff 66; • Academic staff 66; • External readers 67; • Distance learners 68; • Users with special needs 69; • Measuring user satisfaction 70; • Information skills 71; • Conclusion 73; • References 74; • Further reading 74

5 The impacts and opportunities of information and communications technologies 75

• Introduction 75; • Digital content 75; • The infrastructure for information delivery 77; • The Follett Report 78; • The Electronic Libraries Programme 80; • The Distributed National Electronic Resource 86; •The JISC Information Environment 87; • Higher and further education data services 89; • Gateways and portals 94; • Working together: the need for ICT standards 94; • Conclusion 95; • References 96; • Further reading 96

6 Human resources 98

• Introduction 98; • The impact of electronic libraries on staff 101; • Links with academic departments 102; • Staff training and development 103; • Staff appraisal 104; • Conclusion 105; • References 106; • Further reading 106

7 Resource management 107

• Introduction 107; • Setting budgets: capital 108; • Setting budgets: revenue 109; • Managing budgets 110; • Financial regulations 114; • Conclusion 115; • References 116; • Further reading 116

8 Collection and access management and the organization of resources 117

• Introduction 117; • Collection management 118; • Cataloguing and metadata 120; • Stock selection 121; • Types of material 122; • Collection evaluation 126; • Preservation and conservation 127; • Weeding and relegation 129; • Conclusion 130; • References 130; • Further reading 131

9 The academic library building 132

• Introduction 132; • Approaches to library design 133; • Information technology 136; • Noise 137; • Designing reading areas 138; • Signs and guides 139; • Specialized buildings 140; • Conclusion 140; • References 141; • Further reading 141

10 Library systems 142

Introduction 142; • The development of academic library systems 242; • Academic library management systems 144; • The IT systems strategic plan 152; • The system specification 154; • System procurement 155; • System implementation 156; • Using IT to deliver services 156; • Conclusion 161; • References 161; • Further reading 161

11 Services 163

• Introduction 163; • Study: the learning environment 163; • Reference and enquiry services 164; • Access to information 166; • Subject-based services 167; • Archival and special collections 168;

• Users with special needs 169; • Conclusion 172;
• References 172; • Further reading 173

12 Management 174

• Introduction 174; • Planning 176; • The management of change 178; • Management style 180; • Quality management 180; • Conclusion 182; • References 183; • Further reading 183

13 Performance measurement 184

• Introduction 184; • Library performance 185; • Statistics 187; • Methods for measuring performance 188; • Measuring performance in networked environments 190; • Measuring service quality 191; Benchmarking 192; • The Balanced Scorecard 193; • Conclusion 194; • References 194; • Further reading 196

14 Professional issues 197

• Introduction 197; • Professional conduct 197; • Professional associations 198; • Open access and the issue of censorship 201; • Confidentiality, privacy and data protection 202; • Copyright 203; • Plagiarism 204; • Responsibilities to future generations 205; • Conclusion 206; • References 206; • Further reading 207

15 The academic library of the future 208

• Introduction 208; • Technological change: information resources 208; • Technological change: delivery systems 210; • Virtual learning environments and the virtual university 211; • Lifelong learning 213; • Globalization and regionalization 214; • Conclusion 215; • Further reading 216

Acronyms 217

Index 225