



Library management : an introductory course

How to manage your library without letting you be submerged in it ?

A 75' Webinar of the Special Interest Group – ALICE of IATUL

Fr. Brodtkom, *Library manager, Invited Lecturer*
Library and learning center of sciences and technologies
Université catholique de Louvain (Belgium)



frederic.brodtkom@uclouvain.be



Introduction

- ❖ Who is Alice ?
- ❖ Content and methodology

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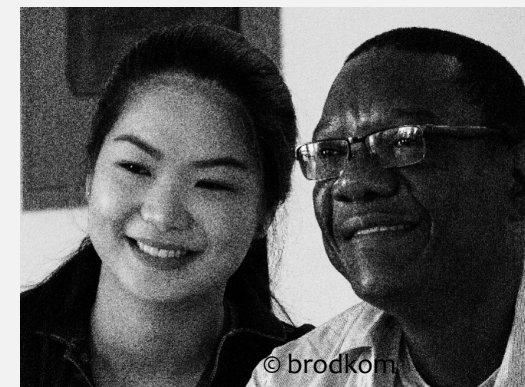
IATUL (**International Association of University Libraries** ... anno 1955)

IATUL offers an influential and inclusive community for leaders of university and research libraries from around the world.

We bring together library directors and senior managers from over 60 countries

to **exchange ideas, expand professional networks, form new collaborations, and work together on multinational projects** exploring the big challenges we face.

(Ann Horn, President, 2018)



Introduction

- ❖ Who is Alice ?
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SIG-ALICE
Phnom Penh march 2017



SIG-ALICE

Special Interest Group for the Advancement of Library Services in Emerging Countries

This special interest group focuses on **developing partnerships** between IATUL and libraries and library associations in emerging countries to strengthen library services worldwide. In collaboration with these libraries and library associations, SIG ALICE contributes **expertise and support** for the further development of library services in emerging countries.

Introduction

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- ❖ Content and methodology

IATUL (International Association of University Libraries)

[IATUL BOARD and WEB SITE](#)

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Dr. Frédéric Brodtkom, Librarian Manager, Visiting Lecturer, Library and Learning Center of Sciences and Technologies, Université Catholique de Louvain, **Belgium**

Introduction

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Introduction

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The context of your business

Management	07
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Objectives	13
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The 4 pillars of library management

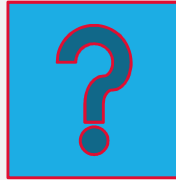
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Collections and services	23
Building and equipment	35
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Discussion and conclusion

Future Webinar	17,34,48,49
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Introduction

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Interaction and participation

Request for other Webinar of SIG-ALICE :

During this Webinar you will discover (or rediscover) thematic and problems, ..., you will be invited to propose one or more suggestions of Webinar for October and December 2019



The context of your business

- ❖ Is Library Management different of other business ?
- ❖ What are the challenges of libraries ?

The Management is the art of...

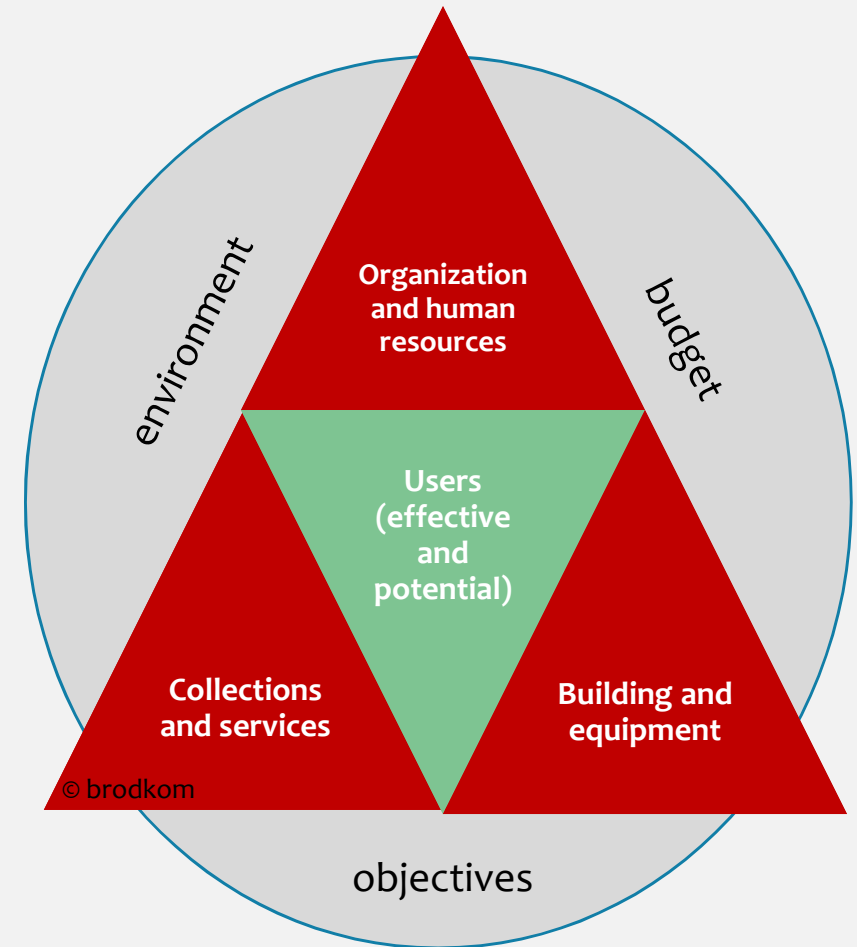
Analyze the parameters of your environment
(outside and inside)

and

Orient them to the benefit of your activities
(by influence, change or modification, adaptation)
(for products and/or services)

For each problem, for each project ...

- 1- put it in the context (grey circle)
- 2- think to the impact on users (green triangle)
- 3- use your 3 resources properly (red triangles)



The context of your business

- ❖ Is Library Management different of other business ?
- ❖ What are the challenges of libraries ?

Adams Becker, S., Davis, A., Freeman, A., Giesinger Hall, C., Ananthanarayanan, V., Langley, K., ... Cummins, M. (2017). *NMC Horizon Report: 2017 Library Edition*. Consulté à l'adresse <http://cdn.nmc.org/media/2017-nmc-horizon-report-library-EN.pdf>

NMC Horizon report > 2017 Library Edition > 10 ideas

The libraries ...

1. Stay the guardians of the **access to information and knowledge**
2. Use new medias and technologies in all **strategic developments**
3. Contribute to **Open Access** movement, as one the solutions face to financial difficulties
4. **Manage their spaces** with a good balance between individual and collaborative learning
5. Know the **user needs** and have user's centred practices
6. Have the responsibility to assure the **digital citizenship** of their users

The context of your business

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- ❖ What are the challenges of libraries ?

Adams Becker, S., Davis, A., Freeman, A., Giesinger Hall, C., Ananthanarayanan, V., Langley, K., ... Cummins, M. (2017). *NMC Horizon Report: 2017 Library Edition*. Consulté à l'adresse <http://cdn.nmc.org/media/2017-nmc-horizon-report-library-EN.pdf>

NMC Horizon report > 2017 Library Edition > 10 ideas

The libraries ...

7. Defend fundamental values as the **intellectual freedom** and the protection of private life
8. Change their **structure of organisation** for a better response to the development of new services
9. Adapt her services to be closer of the new technologies of research : **RDM, 3D printing, Visual techniques, ...**
10. Increase the quality of her services with the aid of **AI and IoT**

The context of your business

- ❖ Environment
- ❖ Objectives
- ❖ Budget

ENVIRONMENT

The environment of your library is the “biotope”, the “society” in which your library is included. It has particular values, traditions, culture. From general to particular

- The geographic location : the country, the city, ...
- The type of library : public libraries, university libraries, private library, ...
- The field of disciplines : general library, library of science, of art and humanities, of health,
- The public served : all publics from children to elderly peoples, students of College, etc.

The context of your business

- ❖ Environment
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Each libraries evolve in its own environment and for this reason :

- Take the time to learn of it, to know it perfectly, to be totally integrated in it
- Organize the watch of your environment with a permanent survey of “what happened” all its change
- Find friends and partners that are leader in this environment, be in the “Who’s who”
- Be attentive to all signals and prediction to anticipate all changes of your environment

The context of your business

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Environmental determinants of organizational structure

According to **Henry Mintzberg**, an organization's structure is largely determined by the variety one finds in its environment.

For Mintzberg, environmental variety is determined by both

environmental complexity (simple or complex)
the pace of change (stable or dynamic)

He identifies **four types of organizational form**, which are associated with four combinations of complexity and change.

What are the complexity and dynamic of your organization ?
 What's your organization type ?

Environmental Determinants of Organizational Structure		
Environmental Variety	=	Complexity x Pace of Change
	Simple	Complex
Stable	Machine Bureaucracy Standardized Work Processes and Outputs	Professional Organization Standardized Skills and Norms
Dynamic	Entrepreneurial Startup Direct Supervision	Adhocracy Mutual Adjustment

The context of your business

- ❖ Environment
- ❖ Objectives
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OBJECTIVE > LOGICAL FRAME

The objectives are (normally) defined in your contract of services by your authorities or your administrators.

They have to be accompanied by 2-3 or more results to be encountered that will be defined by you (the manager) and your authorities, together.

Each result will be declined in various activities that will allow to realize and complete the results

For each activity :

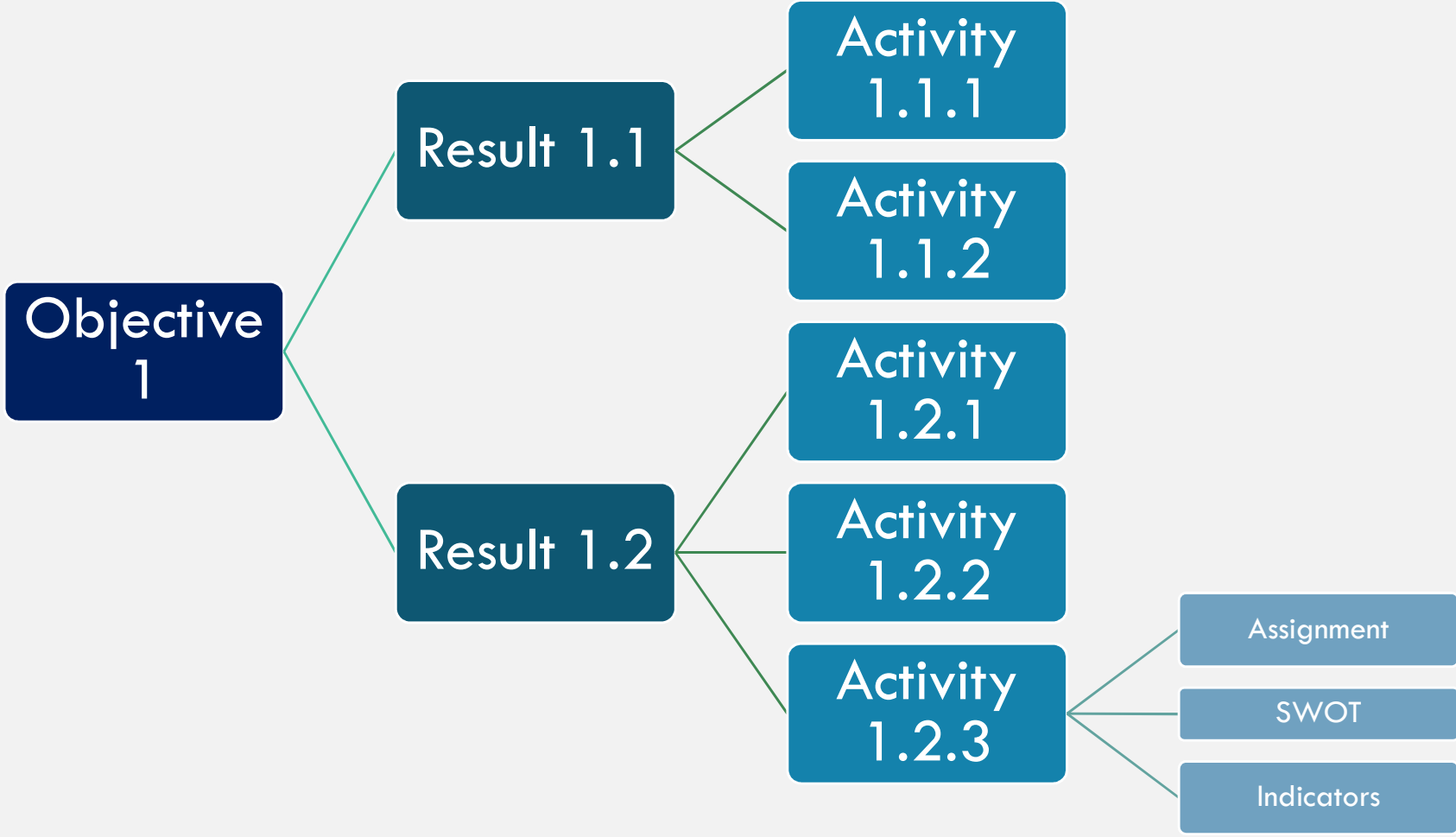
Assignment : Who / What / When / Where

Strain / Success (SWOT)

Indicators (objectively verifiable)

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- The context of your business
- ❖ Environment
 - ❖ Objectives
 - ❖ Budget



The context of your business

- ❖ Environment
- ❖ Objectives
- ❖ Budget

BUDGET > what you receive, what you gain ?

In your management and accounting, you have to distinguish clearly :

The budget received to realize your objectives : governmental, university, city, ...

The incomings of your activities : penalties, inscriptions, sell of books, events, ...

The donations : alumni, cooperation, leg,

It's also often relevant to know approximatively :

The value of your active : equipment (amortisement included), collection, PCs, ...

(Generally, a library hasn't the property of its building)

(Record all your materials/books with their value and date of purchase or donation)

The context of your business

- ❖ Environment
- ❖ Objectives
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BUDGET > What are you spending?

Each expense is linked to a budget (E. g. : a donation dedicated to buy books)

The most common expenditure categories :

Staff

Documentary resources : Recurrent

Non-recurrent

Equipment and supplies



The context of your business

Environment

Objectives

Budget

The 4 pillars of library management

Staff and organization

Collections and services

Building and equipment

Users

1. Strategic positioning of libraries, SWOT, BCG, ...

2. Change management in libraries

Other in working environment ? ... *your proposal*

3. Objectives-based management methodologies : Logical frame, Impact mapping

Other in objectives management ? ... *your proposal*

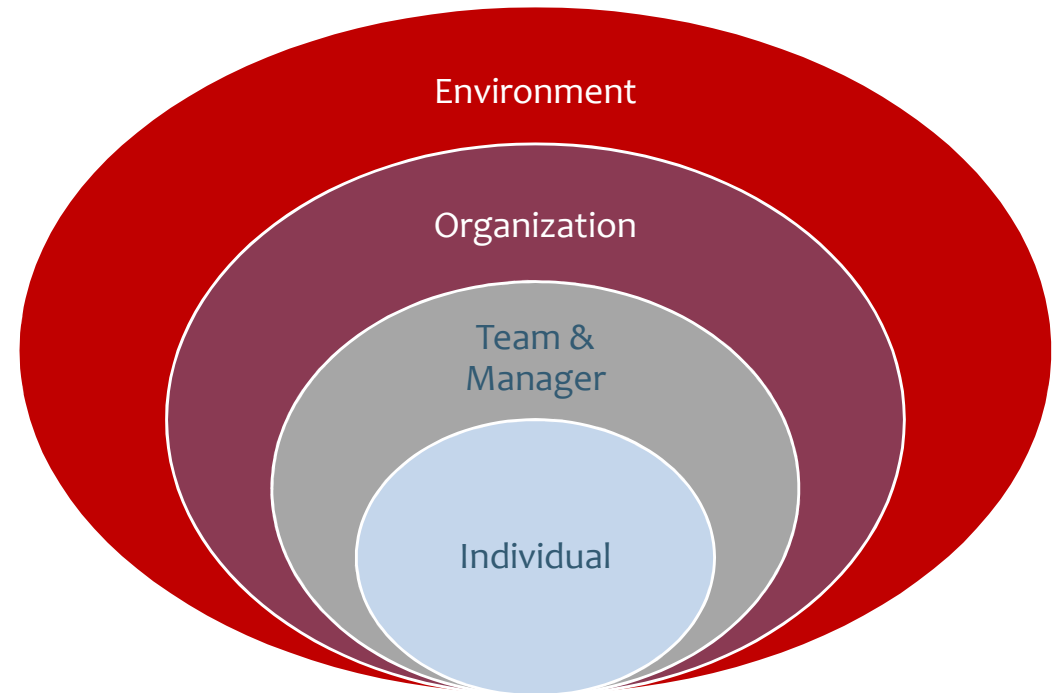
The 4 pillars of library management

- ❖ **Staff and organization**
- ❖ Collections and services
- ❖ Building and equipment
- ❖ Users

STAFF AND ORGANIZATION

An “organization” (or structure) has to be defined
from the environment to the individual
All of this has an influence on

- The structure (hierarchy)
- The circulation flow
- The distribution of work and responsibilities
- The realization of objectives and strategies
- The quality assessment
- The workers well-being



The 4 pillars of library management

- ❖ Staff and organization
- ❖ Collections and services
- ❖ Building and equipment
- ❖ Users

Problems in organization or activities can arise from :

The strategy (with objectives and expected results clearly defined > Logical Frame)

The structure (hierarchy, line of command, size of units, etc.)

The processes (circulation of information, operational management, production line)

The human factor (skill v motivation)

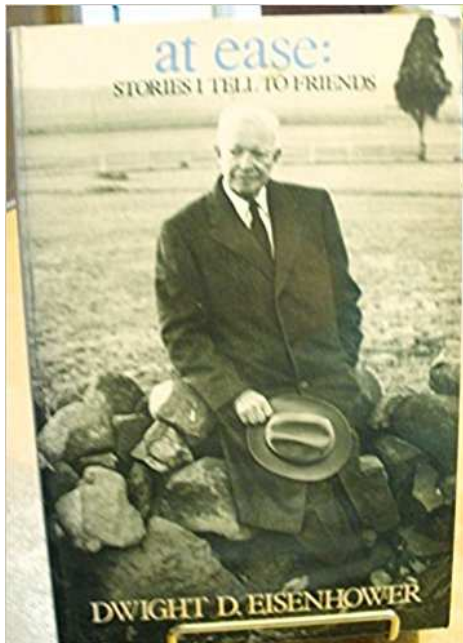
Before auditing structure you have to be sure that the strategy and objectives are well defined, well known and well accepted by everybody ...

Before auditing the processes you have to be sure that the organizational structure is well adapted to the strategy and objectives ...

Before auditing the human factor and the collaborators, you have to be sure that the flow of information and decision, the operational processes, the logistic, ... are well adapted to the structure and strategy ...

The 4 pillars of library management

- ❖ Staff and organization
- ❖ Collections and services
- ❖ Building and equipment
- ❖ Users



“I always expected from the superiors and chiefs of the US army that they demand, at their men, only things that they themselves were able to do”

Eisenhower, Dwight E. 1967 *At ease : stories I tell to friends*

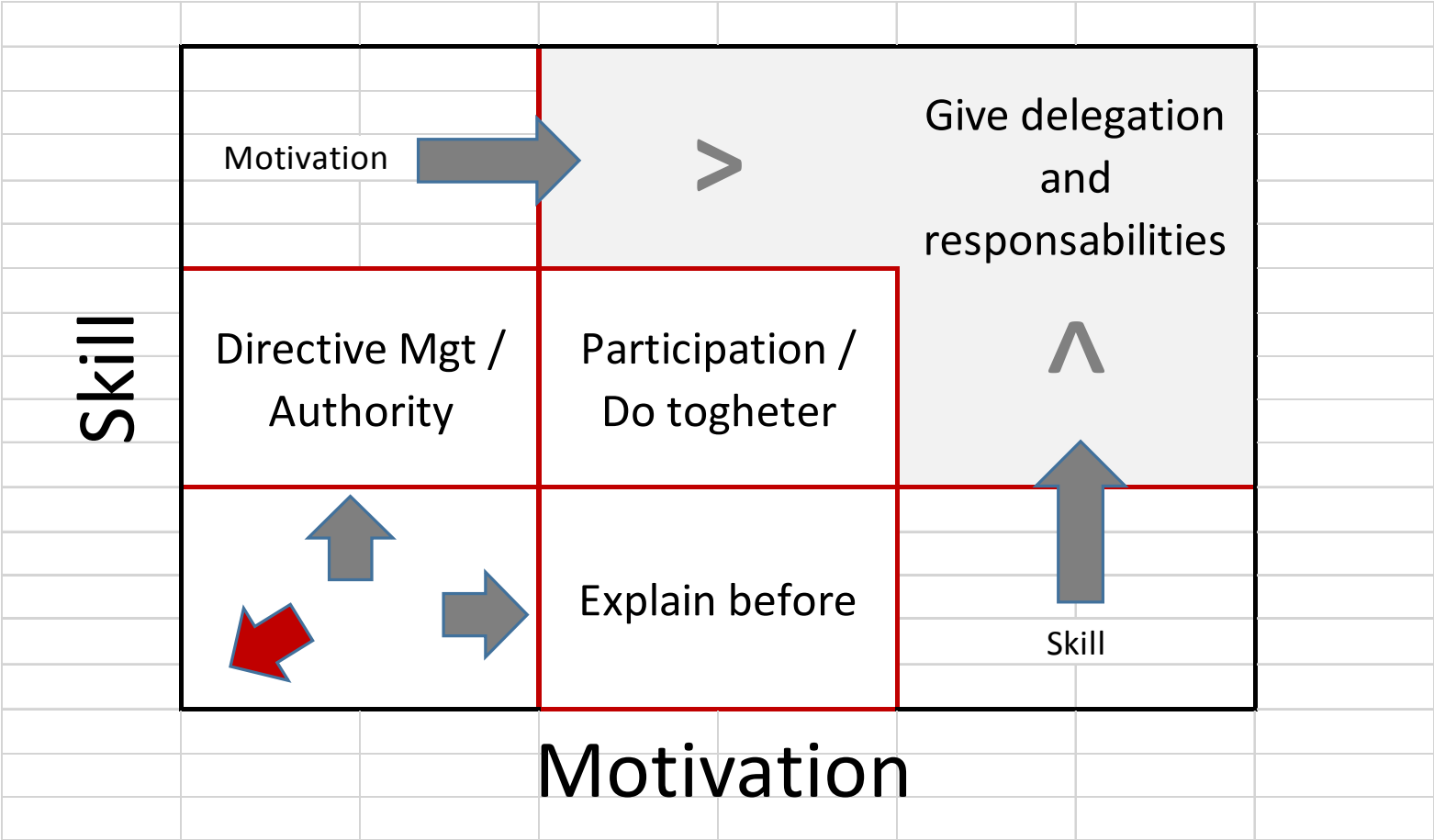
The five functions of the manager (Drucker 1970)

- Define the global objectives and results expected
 - Provide and allocate resources needed
 - Motivate the collaborators to achieve results
 - Assess performances and ameliorate them
 - Contribute to the personnel development
- Showing the example in the action and implication

The 4 pillars of library management

- ❖ Staff and organization
- ❖ Collections and services
- ❖ Building and equipment
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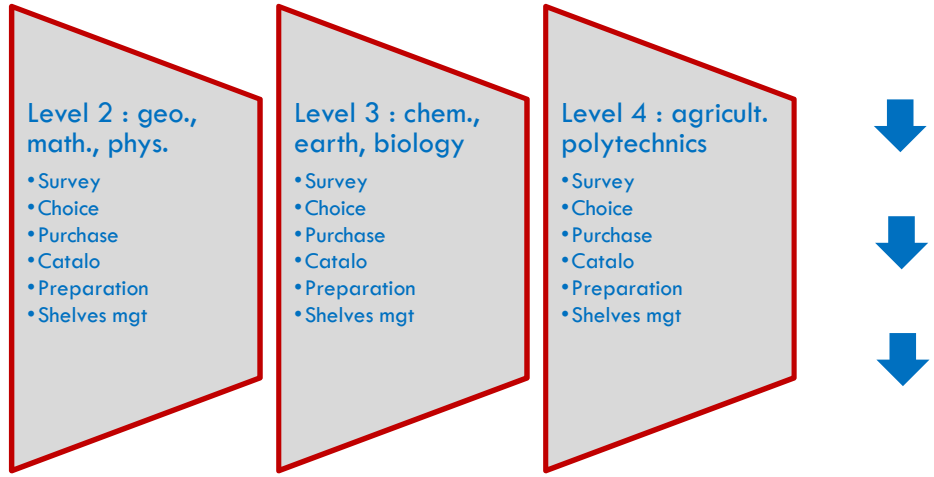
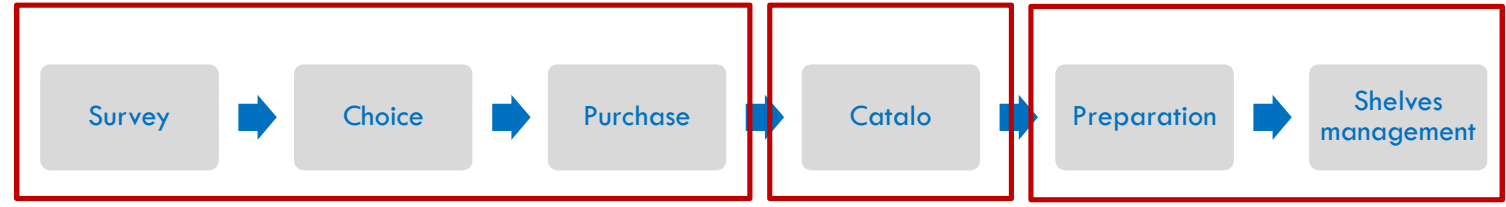
Quinn
 For each employee
 adapt your
 management style
 to its personal
 profile



The 4 pillars of library management

- ❖ Staff and organization
- ❖ Collections and services
- ❖ Building and equipment
- ❖ Users

The organization of a team depend firstly of your choice on the type of flow of works. Two a are traditionally considered : horizontal or vertical



The 4 pillars of library management

- ❖ Staff and organization
- ❖ **Collections and services**
- ❖ Building and equipment
- ❖ Users

COLLECTION AND SERVICES

Libraries are no longer only places where books and journals are stored, they are also places where users have access to services and spaces

The 4 pillars of library management

- ❖ Staff and organization
- ❖ Collections and services
- ❖ Building and equipment
- ❖ Users

The spaces and our **collections** : a perpetual dilemma

Development of collection : **printed material v digital resources**

The vocation of e-resources is not to take definitively the place of all printed materials but, they allow to

- gain places in shelves and spaces
- facilitate the access when you are not in the library
- gain time for specific research in the content
- increase the visibility of the institutional production of research
- secure the conservation of precious items
- share information with colleagues
- work/study together with the same material

Maintain a diversified offer in libraries allow to

- **meet the need of each user**



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The 4 pillars of library management

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- ❖ Users

Example : User's needs



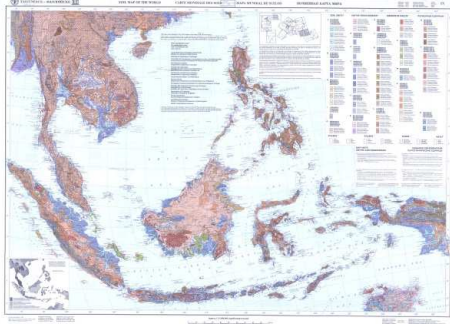
References



Basic manuals



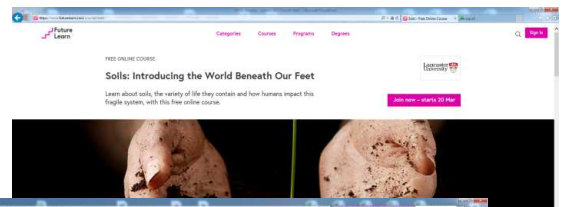
Specialized books



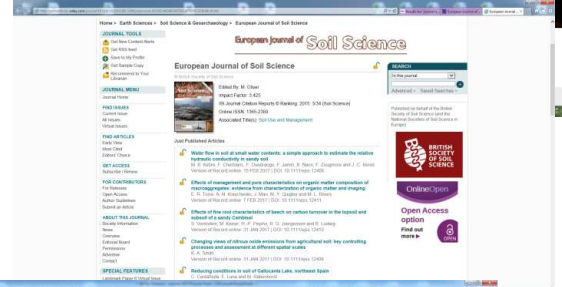
Maps

OA e-books

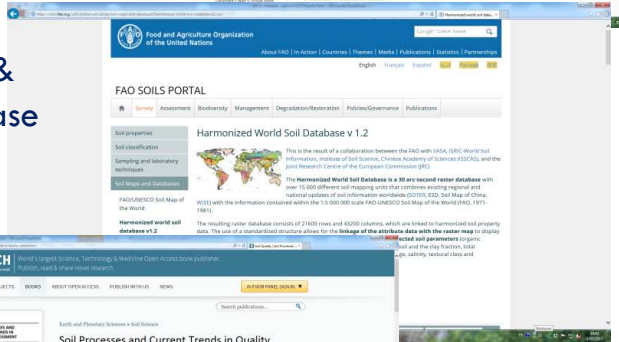
Moocs



Online review



Portal & Database



The 4 pillars of library management

- ❖ Staff and organization
- ❖ Collections and services
- ❖ Building and equipment
- ❖ Users

Digital library

Catalogue of
printed materials

Institutional
repository

Web resources

Open Access
content (IR,
books,
periodicals, ...)

Academic
social
networks

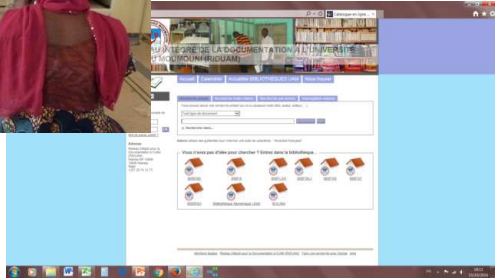
Electronic
tools and
database

E- subscription
of all type

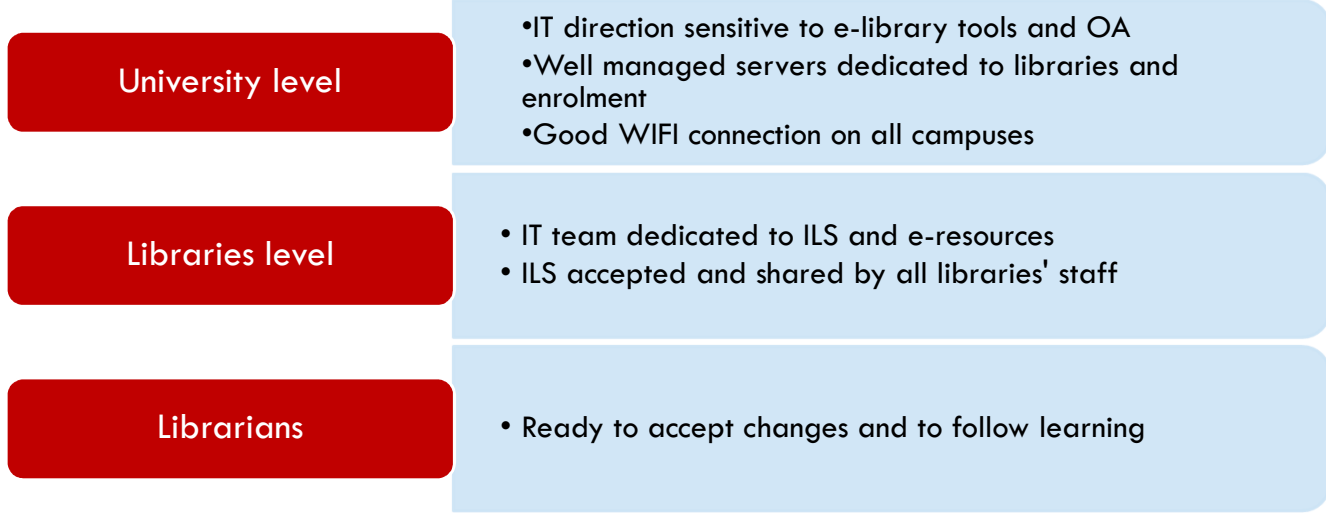
- The 4 pillars of library management
- ❖ Staff and organization
 - ❖ Collections and services
 - ❖ Building and equipment
 - ❖ Users



Electronic resources and IT Infrastructure



Experiences show that prior to the development of IT solutions in/for libraries you must ensure that ...



The 4 pillars of library management

- ❖ Staff and organization
- ❖ **Collections and services**
- ❖ Building and equipment
- ❖ Users

Management of collections :

A continuous process because collections are alive !

Weeding & sorting, documentary watch, acquisition, cataloguing, arranging, information of users, ...

A process under **a single responsibility**

one collection (defined as a LC class, a level of a building, a collection for a particular public) = **one librarian**

An integrated collection :

At the building : free access to current collections

At the other sources of information : e-resources

At the user's needs : watch and survey



The 4 pillars of library management

- ❖ Staff and organization
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Printed materials :

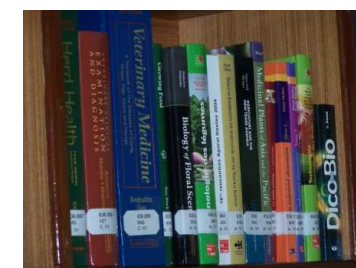
The most important problems observed in developing and emerging countries are :

The lack of new acquisition

The lack of a weeding policy

The lack of places

Weeding is the systematic removal of resources based on **selected criteria**. Weeding is a vital process for an active collection because it ensures the collection stays current, relevant, and in good condition. Weeding should be done on a **continuous, on-going basis** (Wikipedia)



The 4 pillars of library management

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Environmental condition for a good preservation of printed materials :

Hygrometry : max 50% (+/- 5%)

Temperature : max 18°C (+/- 2°C)

Priority at the stability of environmental conditions



It exist 200 types of spores of molds and fungi that like paper

Under 30% of moisture, the growth and development will begin to decrease before a state of rest.

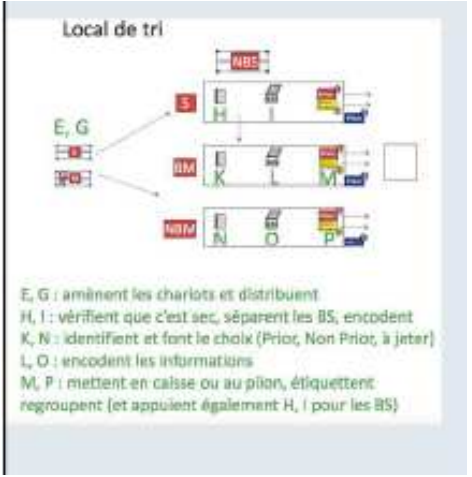
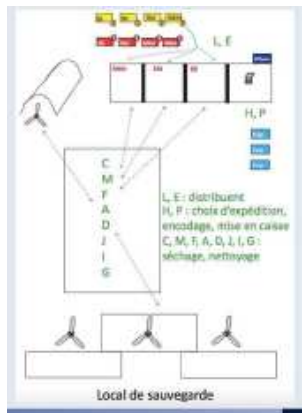
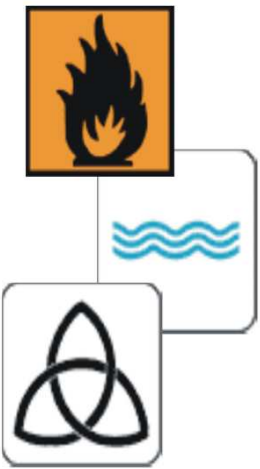
The ideal temperature for starting germination is between 18°C and 23°C

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The 4 pillars of library management

- ❖ Staff and organization
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Safety plan in case of disaster :



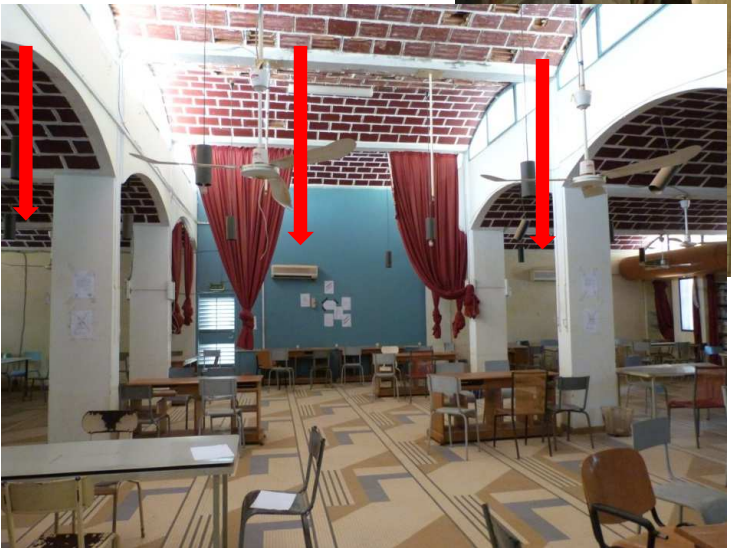
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- The 4 pillars of library management
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Signalization

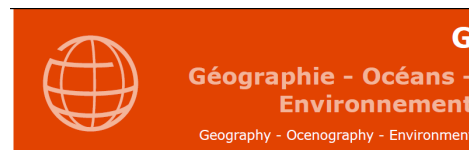
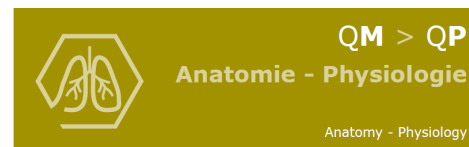
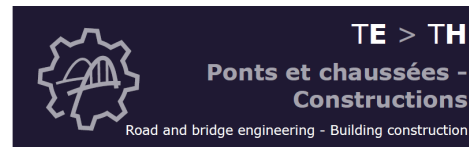
Do not ...

- Overload continuous displays
- Spread information
- Use long texts or copy of letters
- Forgot outdated information



The 4 pillars of library management

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- ❖ Users

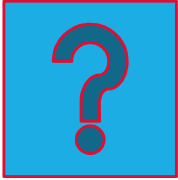


Signalization

But ...

- Adopt a graphic chart
- Use a simple and direct language
- Change regularly the information
- Use digital screen
- Use web social medias, blogs, etc.
- Use pictograms and colors

- Go from the general information (entry) to specific information (shelves)
- Distinguish the type of information :
 - Classification of collection,
 - Security,
 - Identification of rooms or activities
 - Official advices and events



The context of your business

Environment

Objectives

Budget

The 4 pillars of library management

Staff and organization

Collections and services

Building and equipment

Users

4. People management and psychosocial risks

5. Manage a team to organize efficient work

Other in people management ? ... *your proposal*

6. The digital library : design and content

7. The physical collection : classification, weeding, ...

Other in collection management ? ... *your proposal*

The 4 pillars of library management

- ❖ Staff and organization
- ❖ Collections and services
- ❖ Building and equipment
- ❖ Users

Trends for the future : What are they expected to find in our libraries ?

Relevé des tendances

- Ambiance agréable et confortable
- Accent sur les espaces de travail et la socialisation
- Concentration par pôles géographiques
- Synergies avec d'autres unités

Université
de Montréal

Pleasant and comfortable atmosphere

Spaces for co-working and socialisation

Concentration by geographic poles

Synergies with other entities

The 4 pillars of library management

- ❖ Staff and organization
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- ❖ **Building and equipment**
- ❖ Users

It is important that study spaces are designed to answer the **needs of diverse students** and **diverse learning activities**. The National Academy of Sciences has called for the need to support three key learning styles..

These are learning through **reflection**, learning by **doing**, and learning through **conversation**.

Current literature about the design and assessment of academic library spaces concentrates on the development of **technologically rich “learning commons”** and other active learning spaces. And yet, recent studies indicate that students are asking for and using a variety of spaces, including **study spaces that are quiet, solitary, and technologically disconnected**.

In addition, we know that students are coming to higher education with more distractions (ie social media), more stressors (ie finances) and competing responsibilities (ie children, full-time jobs), and that more students have diagnosed learning disabilities. These students need study spaces that will assist them in recovering from the mental fatigue that comes with everyday life and that makes it more difficult to direct attention to important tasks, problem-solve, and think reflectively.

Diller, K (Washington State University Vancouver) 2015. ‘Learning in Libraries: new questions, innovative measures’ in: 11th Northumbria International Conference on Performance Measurement in Libraries and Information Services, Edinburgh July 2015.

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The 4 pillars of library management

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Demographic

10 locations in the library : from A to J

25 activities in the library : from 1 to 25

Date	Heure	Enquêteur	34	35				
S		Etudiants	X					
P		Prof. Chercheurs, autres		X				
M		Masculin		X				
F		Féminin	X					
A		Accueil						
B		Photocopieurs						
C		Table haute & fauteuils						
D		Table rondes des dictionnaires						
E		Rayons	X					
F		Tables de lecture (standard) + PC étages						
G		Tables de groupes (autres tables)						
H		Logette						
I		5ème polyvalente						
J		Fauteuils étages (candi, 1er, 3ème)		X				
01		Etude seul avec des livres de la bibliothèque						
02		Etude seul sans livres de la bibliothèque						
03		Etude en groupe avec des livres de la bibliothèque						
04		Etude en groupe sans livres de la bibliothèque						
05		Travaille en groupe sur un projet						
06		Cherche des livres de la bibliothèque, demande du paging	X					
07		Cherche des revues de la bibliothèque, demande du paging						
08		Consulte des livres de la bibliothèque						
09		Consulte des revues de la bibliothèques						
10		Mange et/ou boit sans rien faire d'autre						
11		Ne fait rien et/ou discute avec quelqu'un						
12		Dors		X				
13		Est occupé avec son GSM, Blackberries, etc.						
14		Visite la bibliothèque ou uhne exposition						
15		Lit le journal ou les revues de l'accueil						
16		Lit autre chose que des ouvrages de la bibliothèque						
17		Consulte le catalogue des bibliothèques						
18		Consulte un site UCL, l'campus, revues électroniques, etc						
19		Consulte des réseaux sociaux Facebook, Twitter, etc.						
20		Consulte d'autre sites (non identifiés) + documents						
21		Fait des photocopies de documents de la bibliothèque						
22		Fait des photocopies autres						
23		Fait du check in/out à l'accueil						
24		Se renseigne pour une recherche documentaire à l'accueil						
25		Utilise des services de l'accueil : rechargement carte, etc.						

2012 & 2015 survey : *Sweeping the library*

What are they doing in the library ?
 and
Where are they when they do that ?

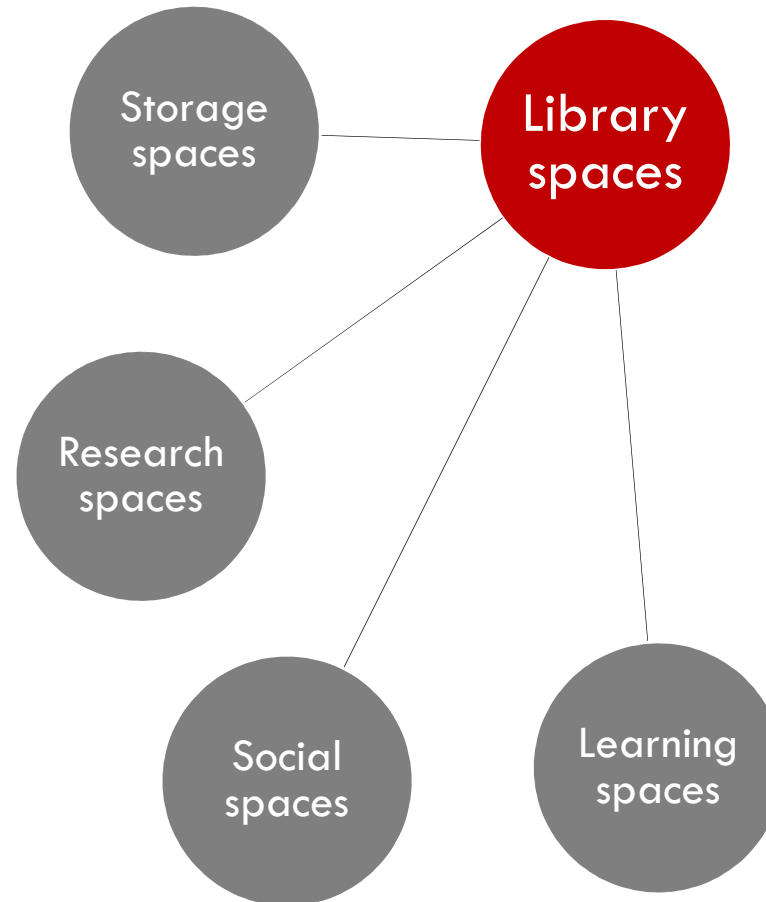
The 4 pillars of library management

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The 4 pillars of library management

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What kind of space ?

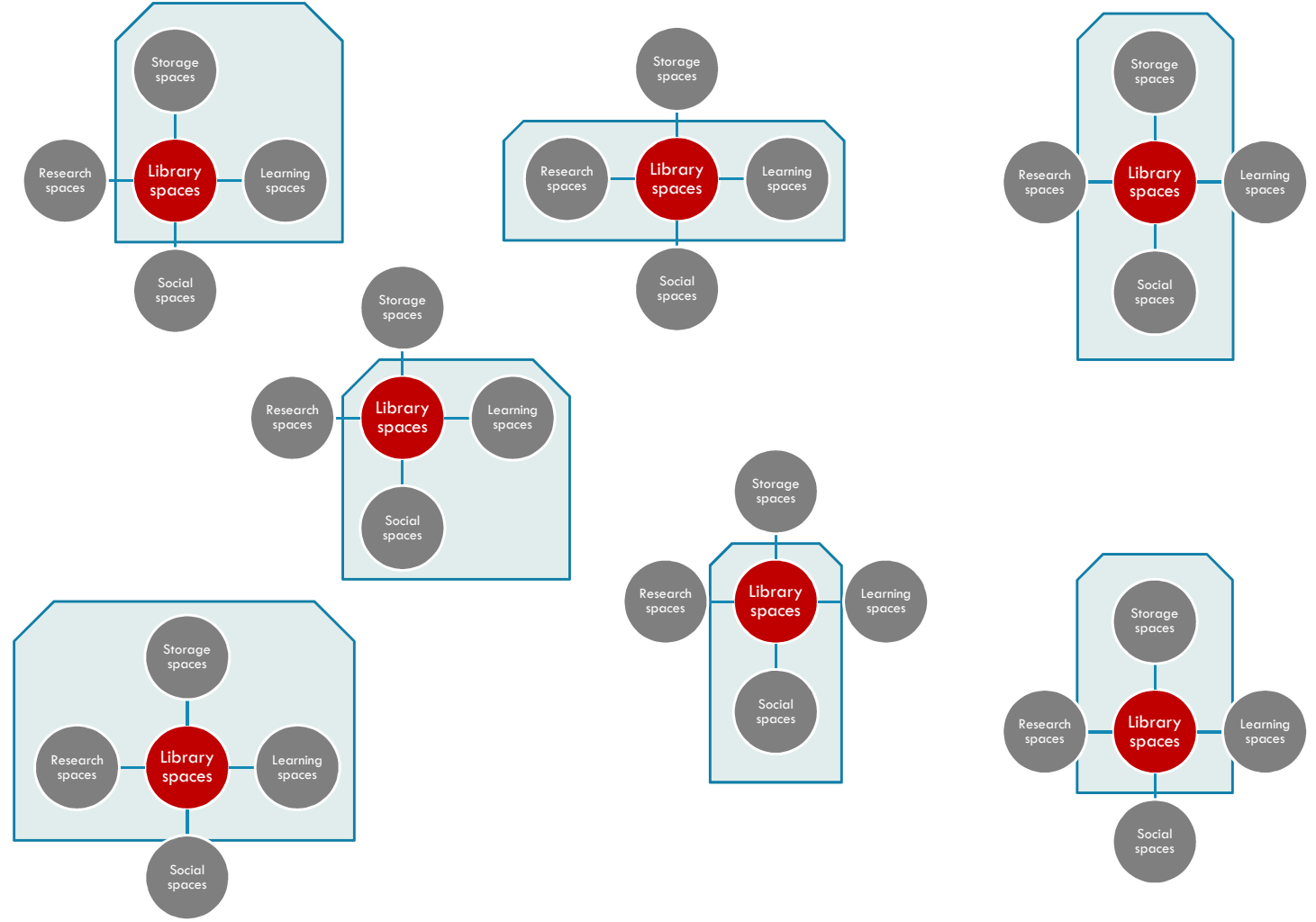
Library,
Library and learning center,
Conservation library,
Learning commons,

... define your goals !
... choose your model before
planning!

41/50

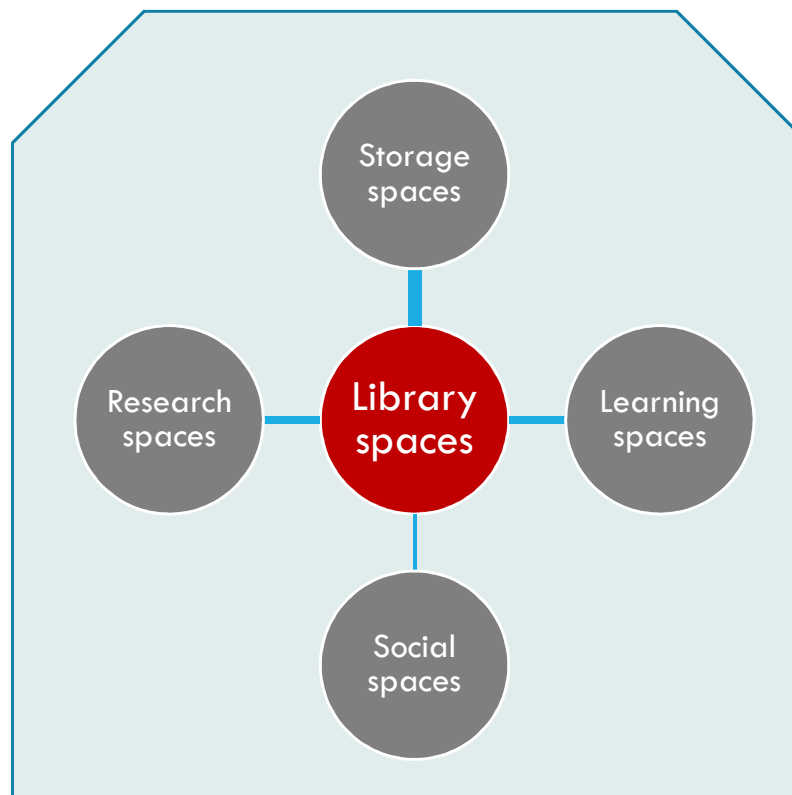
The 4 pillars of library management

- ❖ Staff and organization
- ❖ Collections and services
- ❖ **Building and equipment**
- ❖ Users



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Complete integration of **Library services, e- archives and storage facilities** (ILS and management).

Learning and research are facilitated by the availability of spaces, the dynamic of creation, the quality of relations with faculties.

Social and cultural spaces create a positive atmosphere.

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- ❖ Users

Corall, S (University of Pittsburgh) 2015. 'Library space assessment: a review and professional education case study ' in: 11th Northumbria International Conference on Performance Measurement in Libraries and Information Services, Edinburgh July 2015.

Assessment of spaces

Environmental

Indoor air quality
Acoustics (internal and external distractions)
Lighting (daylight and artificial light)
Temperature (heating, cooling)

Functional

Furniture's (chairs, tables, ...)
Fixtures (whiteboards, power, ...)
Technology (WiFi, projection, ...)
Adequate space for number of users
Accessibility, Utilization
Floor/Wall coverings

Emotional

Color
Vistas (vision of spaces)
Security
Ownership

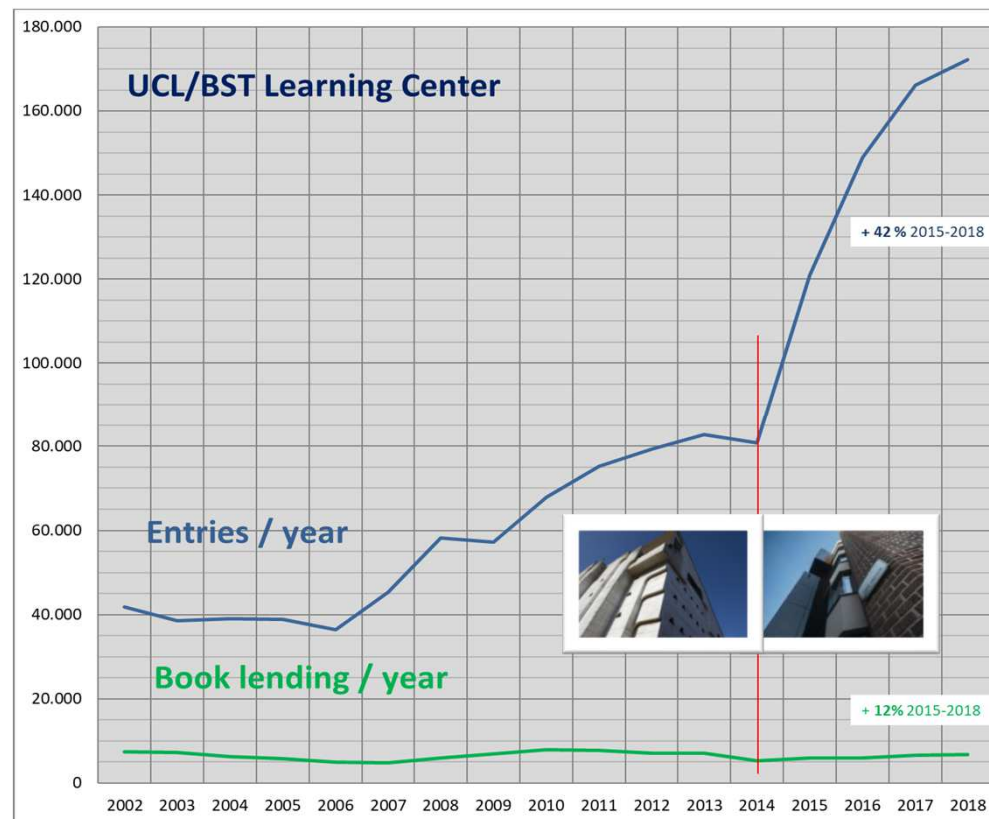
Pedagogical

Flexibility
Configuration
Student outcomes
Teacher benefits

The 4 pillars of library management

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- ❖ **Users**

USERS EXPERIENCE



1. Studying alone with books of the library
2. Studying alone without books of the library
3. Studying in groups with books of the library
4. Studying in groups without books of the library
5. Working in groups on a project
6. Searching books of the library, asking for paging
7. Searching periodicals of the library, asking for paging
8. Reading a book of the library
9. Reading a periodical of the library
10. Eating/drinking (no other activities)
11. Do nothing, speaking with others
12. Sleeping
13. Using smartphone
14. Visiting the library or an exposition in the library
15. Reading newspaper or other in the reception zone
16. Reading other documents than those of the library
17. Surfing in the UCLouvain libraries catalog
18. Surfing on other website of the University, e-periodicals, etc.
19. Surfing on Facebook, Twitter, etc.
20. Surfing on other websites and e-documents
21. Photocopying/scanning documents of the library
22. Photocopying/scanning other documents
23. Check in/Check out of books at the reception desk
24. Asking for information at the reception desk
25. Using other library services and tools

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- ❖ **Users**



User eXperience



what spaces do we dream of ?



what do they do with them ?

5 Years of User eXperiences in the new UCLouvain Library and learning center of sciences and technologies



What didn't we see coming ?

The 4 pillars of library management

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- ❖ **Users**

Type Population Methodology

Quality

- Satisfaction
- Perception

Usage

- Occupation
- Activities

Opinion

- Knowledge
- Expectations

Open to everyone

- Target audience
- All publics

Limited to a sample

- Selection
- Random

Inquiry form

- On line
- Paper

Harvesting

- Suggestion
- Interview

Observation

- Counting
- Sweeping

- The 4 pillars of library management
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 - ❖ Users

User committees

(e.g : BST / UCLouvain Library and learning center of science and technologies)

Library Commission

Student Participation Council

3 Faculties

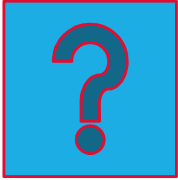
Bio-engineering	1	3
Polytechnic school	1	3
Science	1	3

7 Institutes

ELI (Earth & Life)	1
ICTEAM (Electricity, Electronics & Computer Sc.)	1
IMCN (Condensed matter & Nanotechnologies)	1
IMMC (Mechanics, Materials & Civil Eng.)	1
IRMP (Mathematic & Physic)	1
LIBST (Bio-molecular Sc. & Techn.)	1
LIDAM (Data, Modelling & Statistics)	1

BST Library

2	3
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The context of your business

Environment

Objectives

Budget

The 4 pillars of library management

Staff and organization

Collections and services

Building and equipment

Users

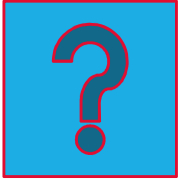
8. Libraries and Learning center : design and use

Other in building management ? ... your proposal

9. Survey of users : management of quality

10. Marketing and communication with users

Other in user management ? ... your proposal



SEND AN E-MAIL :

frederic.brodtkom@uclouvain.be

Subject :

ALICE WEBINAR

- **With your 3 first choices : n°1 to 10**
- **With other proposals**

1. **Strategic positioning of libraries, SWOT, BCG, ...**
2. **Change management in libraries**
3. **Objectives-based management methodologies**
4. **People management and psychosocial risks**
5. **Manage a team to organize efficient work**
6. **The digital library : design and content**
7. **The physical collection : classification, weeding, ...**
8. **Libraries and Learning center : design and use**
9. **Survey of users : management of quality**
10. **Marketing and communication with users**



Thank you for your attention

