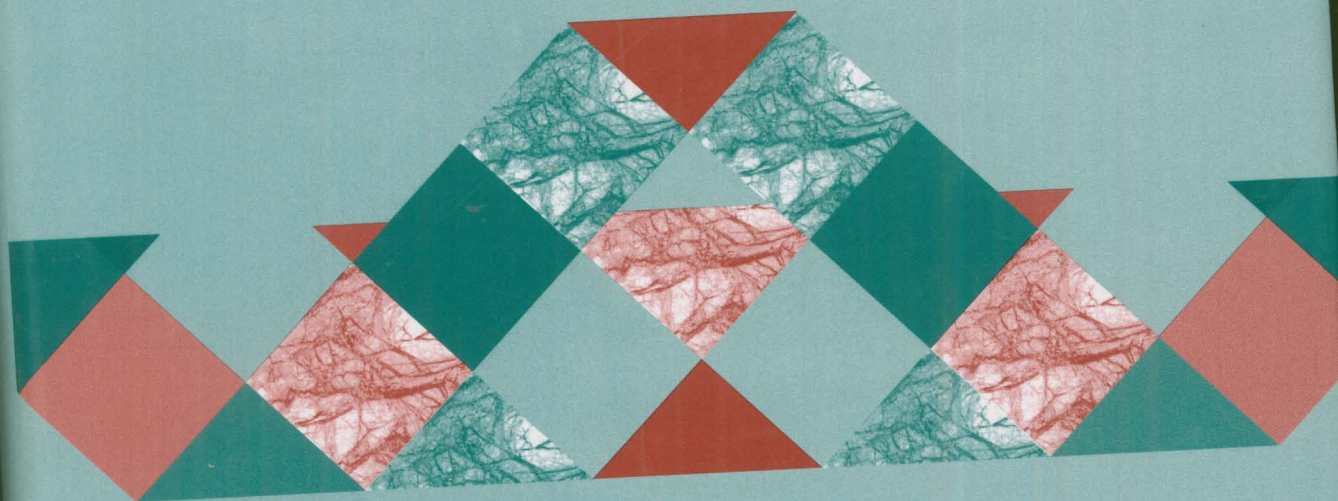


# Library and Information Center Management

Sixth Edition



*Robert D. Stueart  
Barbara B. Moran*

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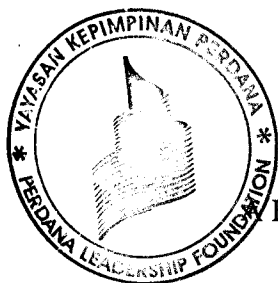


# *Library and Information Center Management*

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*Robert D. Stueart*

*Barbara B. Moran*



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# Preface

The contemporary title of this edition and the previous one published five years ago reflects a coming of age and a continual development of principles and processes of management in libraries and information center organizations. Twenty-five years ago, when the first edition of this book was published, little had been written about the management of libraries and information centers. Those seeking advice, examples, and information about how organizations function were forced to seek answers in the literature of public administration or business management. Since then, there has been a spate of articles and monographs on various aspects of management as applied to library and information center operation.

The first edition of *Library Management*, published in 1977, was conceived as a basic text for library and information science curriculum, primarily in North America—because the authors were both faculty members in schools on that continent. Many students in programs for which the textbook was intended had work experience in libraries or other types of information centers before entering graduate school, but they had little understanding of the theories or philosophies that direct and control the environments in which they worked or would be working in the future. They simply accepted patterns of library and information center organization, personnel procedures, budgetary controls, and planning processes, with their mission and goals—if they were even stated—as a given, without understanding why processes and procedures were followed. They were subjected to the “what and how” without understanding the “why.” Even when examples and forms, such as budgetary and personnel evaluation forms, were available, these were mostly regional or type-of-center specific and did not reflect a broad cross-section of libraries and information centers in the United States, not to mention the rest of the world. The second edition, written by colleagues Robert D. Stueart and John T. Eastlick, was much broader in scope. While maintaining its usefulness as a basic text, it also served as a primary source of information and contemplation for lower- and middle-management personnel. Its geographic scope broadened to be more representative of practices throughout North America. The third edition, published in 1987, addressed new and more complex issues and reflected contemporary developments in addition to the basic core of information. A new co-author with Stueart in this edition—Barbara B. Moran—brought additional insight, expertise, and depth to the discussions. With the fourth edition, published in 1993, the two authors expanded the coverage to include themes for an international audience. In the meantime, previous editions had been translated into several languages—some without prior knowledge of the authors and publisher. The edition also changed its title to *Library and Information Center Management* to reflect more accurately the focus and to incorporate a deeper discussion on each topic, with new materials, features, topics, examples, and insights. Quotes by experts were used to emphasize particular points.

The fifth edition identified trends, updated discussion of research and theories, and was greatly expanded to include many examples of practice in modern libraries and information centers.

The present edition updates and expands the materials contained in the previous five editions and discusses new thoughts and techniques as well as reemphasizes those which have stood the test of time and trial. This edition uses contemporary examples to illustrate discussions on such themes as strategic planning and human resources management.

Since publication of the first edition of *Library Management*, libraries and information services have changed drastically. This change has been precipitated by both the internal and the external environment. This continuous process requires a more systematic approach to reviewing functions and developing strategies in the organization's setting. Technology and the political, economic, and social environments are powerful forces that influence the planning for information services today. New knowledge, skills, and techniques are required by staff at every level of the enterprise's operations. Different organizational structures, communications techniques, and budgeting strategies are required in the information age, when the focus is upon strategic initiatives for services necessary to connect the customer with the information being sought—whether for cultural, education, entertainment, or information purposes. Even while established theories and practices of management have been modified and expanded, new theories, concepts, and practices have been developed. For example, the relatively new contingency management concept is essential for the planned growth and viability of an institution in the current social and technological climate. The virtual library concept, accompanied by changing demographics; ethical issues; social responsibilities; and other economic, social, and technological forces, requires reexamination of how effectively and efficiently resources of a human, material, and technological nature are used.

Teaching colleagues, practicing librarians and other information managers, and students require a text addressing established theories and reflecting contemporary practices. The volume has been rethought, reworked, and reedited to reflect recent changes and new issues in the information services environment. A great deal of thought has been given to restructuring the volume. Citations and examples have been updated, and additional readings are suggested. Examples of library and information service practice are included. They are from U.S. institutions, but their purpose has international appeal. Some provide direct application for those seeking to establish new processes and procedures; others provide useful guidelines for establishing standards throughout the world. A website has been established accommodating those and other relevant sources.

The basic theme of the book remains unchanged. The book focuses upon the complex and interrelated functions common to all organizations and is intended specifically for managers and future managers of services and staffs. Concepts previously covered in seven chapters have been expanded into seven sections in sixteen chapters, covering all of the important functions involved in library management and development. Although these functions are presented and discussed separately, it is important to remember that they are carried out simultaneously and concurrently. The actual operation of a library or information center follows no precise linear pattern. Most managerial functions progress

simultaneously; they do not exist in a hierarchical relationship. For instance, budgeting is not likely to be reflective of the enterprise's success without some measure of planning where goals and objectives are established. Therefore, management cannot be viewed as a rigid system, and the concepts discussed in this text must be viewed as a whole. In this volume, each concept discussed is related to or builds upon others, and each relates to all levels of management and supervision in information service organizations. The purpose of separating and individually discussing the functions that comprise the management process is to examine the various threads in the fabric of what managers actually do.

This book was not written in a vacuum, nor is it intended for use in one. In-basket exercises, case studies, action mazes, and other simulation techniques should be used to supplement and magnify the principles discussed. Volumes on case studies may be helpful. Anderson's<sup>1</sup> volume was specifically developed as a companion piece for earlier editions of this text. The most applicable cases from Anderson are available on the website for this volume. In writing this treatise, the authors drew freely from writings and research in cognate fields, including business management, public administration, and the social sciences. The readings and the footnotes represent a classified bibliography on covered topics.

Finally, it is important to point out that anyone who is supervising another person is involved in the management process. Further, anyone involved in an organizational setting that requires interaction among individuals should understand the dynamics that relate to managing situations and organizations. Therefore, the principles discussed in this volume have relevance for each person whose job involves interacting with others to achieve the common goals and objectives of their organization.

## Notes

1. A. J. Anderson, *Problems in Library Management* (Littleton, CO: Libraries Unlimited, 1981).