

Trends in the Library and Information Services Sector

Information Brief

Prepared by
Robert McEntyre & Associates Pty Limited

ABN 50 060 324 281

PO Box 701 Wahroonga NSW Australia 2076

Website: www.mcentyre.com.au

Email: robert@mcentyre.com.au

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1. Introduction

The “**Trends in the Library and Information Services Sector**” survey was conducted over a two week period during March 2013 with the objective of gathering information on:

- The influences on the future success and sustainability of libraries and information services, and
- Proposed or planned: new, different and innovative services, facilities and practices that will be implemented into libraries and information services.

This **Information Brief** contains summary findings from the survey, comments on both the “Strategic Direction, Relevance and Value of Libraries and Information Services” and “Operating Models for Libraries and Information Services”, and “Links to Further Information”.

Key considerations for service organisations when planning how, when and where to operate, how to engage with customers and with other stakeholders, and in planning, resourcing, delivering and monitoring services, include:

- The status of the global economy
- Trends in the international business environment
- Governments’ policy reforms and priorities
- Consumer and customer preferences
- Competitors
- New and emerging technologies including mobile devices
- Relationships and partnerships including with vendors
- Capital and operating budgets, and
- Evidence based management.

New strategies and operating models continue to emerge globally for service organisations in the business, government and not-for-profit sectors.

2. Survey Analysis and Findings

The survey was conducted by invitation to a range of libraries and information services in several countries, regions and sectors. Attachment 1 contains the survey's six (6) questions.

One hundred and fifty two (152) responses were received via the SurveyMonkey tool.

82.9 per cent of the 152 respondents identified themselves as business decision makers for their library or information service.

The proportion of the 152 responses categorised by (i) Country/Region and (ii) Sector are presented in Figures 1 and 2 respectively.

Figure 1: Responses by Country/Region

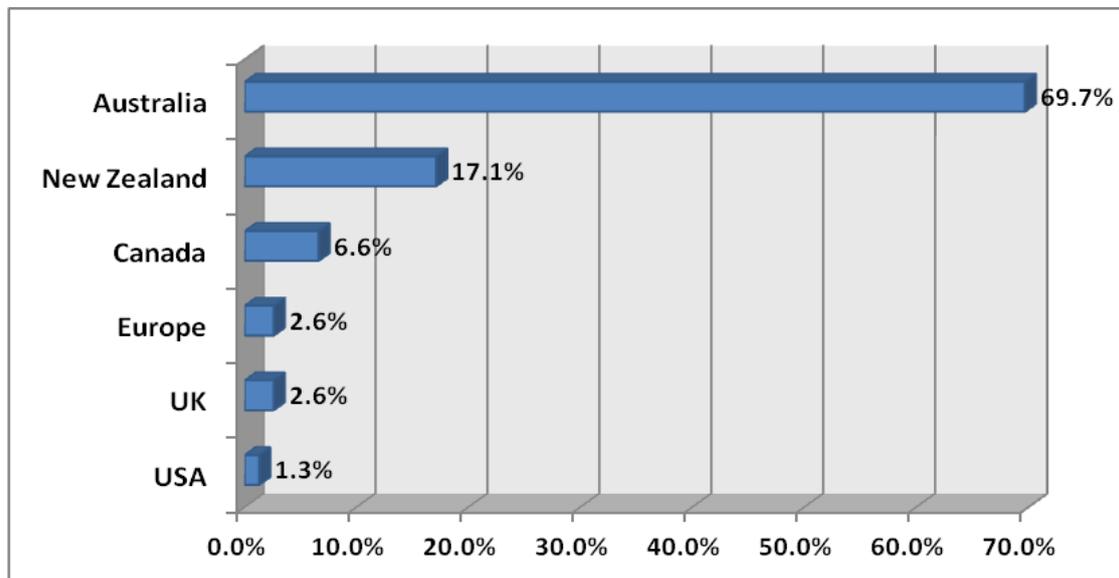
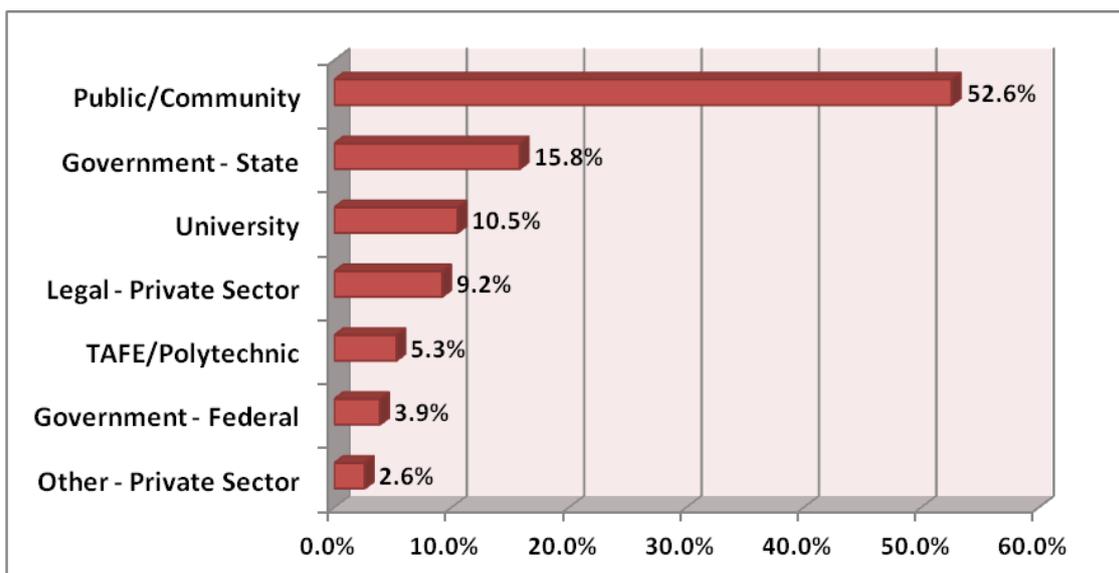


Figure 2: Responses by Sector



Qualitative responses were sought to survey questions 4, 5 and 6.

Question 4: For the next 5 years, what are the known or assumed major influences on both the success and sustainability of your Library/Information Service?

Overall, the known or assumed major influences on both the success and sustainability of libraries and information services are summarised as:

- Working in and understanding the global environment including demographic changes
- The status of global and regional economies
- Governments' policy changes and priorities including e-government services
- Sector and organisation restructuring
- Competitors to the sector, library or information service including users' self sufficiency and their direct access to information
- Support from key stakeholders
- Technologies which include e-platforms, e-books and e-journals, mobile devices, and social media
- Operating models: virtual, standardised, centralised, collaborative, partnerships, shared services, merging or co-location with other functional units, and outsourcing
- Funding sources and the levels of funding
- Resource costs including staff, online services, e-materials, hard copy materials and infrastructure including physical spaces and technologies
- Vendors' and publishers' pricing and licensing models, terms and conditions
- Manager and staff capabilities including leadership, strategic focus, user focus, technology literacy, teaching and relationship management.

Table 1 contains sector specific summaries.

Table 1: Sector Specific Summaries for Question 4

Sector (Sector percentage of total responses in brackets)	Summary Responses
Public/Community (52.6%)	<ul style="list-style-type: none"> ▪ The status of the global economy ▪ Government legislation, policy changes, e-government and national priorities including literacy and numeracy ▪ Possible local government council amalgamations in several Australian states and in New Zealand ▪ Funding sources including government funds and grants ▪ Support from different stakeholder groups such as users and governing bodies ▪ Social changes: education focus, population growth or decline, aging populations, changing population demographics and ethnic mixes, and users' expectations from public services including physical spaces, online and virtual services ▪ Digitisation, electronic resources and technology changes including wireless, national broadband networks (NBNs), e-books, mobile devices, apps, online access and social media ▪ Infrastructure (physical and technological) including standardised library management systems across states/nations which interface with other organisations' systems ▪ Operating model changes such as the centralisation of processes and functions, creation of technology and innovation centres, co-location with other functional units, collaboration, partnerships, shared services and outsourcing for efficiency gains and access to new and different expertise ▪ Vendors' and publishers' pricing models, terms and conditions ▪ Library staff capabilities including adapting to new service delivery models such as e-services, technology literacy, information curation and contract management
Government (State and Federal sectors combined – 19.7%)	<ul style="list-style-type: none"> ▪ Working in the global environment ▪ Governments' policy reforms and priorities including e-government ▪ Sector and organisation restructures including the merging of functional units ▪ Budget allocations ▪ Modern and maintained information and communication technologies including users' mobile devices ▪ Changing government sector staffing demographics ▪ Staff capabilities including multi-skilled, client service focus, information management and technology literacy ▪ Resource costs such as materials and staff ▪ Vendor/publisher pricing models and service quality ▪ Consortia utilisation

Table 1: Sector Specific Summaries for Question 4 (continued)

Sector (Sector percentage of total responses in brackets)	Summary Responses
University (10.5%)	<ul style="list-style-type: none"> ▪ Competitors to the sector including MOOC (Massive Open Online Courses) ▪ Relevance to users including on line services, spaces, hard copy materials, innovative user support services which encompass information literacy and research support ▪ Funding models ▪ University restructuring including faculty and departmental amalgamations ▪ Operating models including outsourcing, in house provision, and partnerships with faculties and external organisations ▪ Technologies that include personal devices and social media ▪ Manager and staff capabilities including leadership, communication skills, technology literacy, teaching and work practice flexibility
TAFE/Polytechnic (5.3%)	<ul style="list-style-type: none"> ▪ Competitors to the sector ▪ Relevance to users which includes delivery of higher education courses and access to digital content ▪ Funding models ▪ Restructuring and amalgamations in the TAFE sector in some Australian states ▪ Operating model efficiencies and costs ▪ National accreditation
Legal – Private Sector (9.2%)	<ul style="list-style-type: none"> ▪ Working in an international business environment ▪ Services that are innovative, encompass users’ specialist information requirements and that are online ▪ Operating models such as outsourcing and collaboration with other departments (e.g. IT, Business Development) within the parent organisation ▪ Resource costs such as subscriptions, electronic and online resources, and physical space
Other – Private Sector (2.6%)	<p>One (1) response was received from a private school and included the comment <i>“the lack of qualified staff interested in working in a school library environment”</i>.</p> <p>Other respondents from this sector:</p> <ul style="list-style-type: none"> ▪ Culture: <i>“letting go of the old ideas of what a library is”</i>; <i>“what will guarantee failure and redundancy is focusing on books and journals and being perceived as a traditional library”</i> ▪ Responding to changing needs of the business ▪ Online services ▪ Vendors’ pricing models

Question 5: During the next 5 years, what services and facilities will be new, different and/or innovative that will benefit the users of your Library/Information Service?

Overall, the services and facilities that will be new, different and/or innovative and that will benefit the users of libraries and information services were categorised into:

- Operating models
- Technologies
- Services
- Staff capabilities.

Table 2 contains sector specific summaries.

Table 2: Sector Specific Summaries for Question 5

Sector (Sector percentage of total responses in brackets)	Summary Responses
Public/Community (52.6%)	<p>Operating models</p> <ul style="list-style-type: none"> ▪ Both onsite and with virtual users that are e-library members who never physically visit a library ▪ Libraries becoming Community Hubs or Resource Centres with new and upgraded physical facilities that have flexible community learning and creator spaces, areas for mobile workers, and technology centres ▪ The hubs may include swimming pools, retail outlets (e.g. bookshops, cafes), and social services including health services ▪ Increased use of volunteers for certain services and support, and outsourcing, partnering and collaboration and shared resources including with TAFE and Universities <p>Technologies</p> <ul style="list-style-type: none"> ▪ Accessing cloud technology ▪ Standardisation of library management systems in states/nations enabling users to access materials from a wide range of libraries independent of jurisdictions ▪ Accessing national broadband networks (NBNs) ▪ Technology sandpits, technology equipment such as mobile devices for lending, online services, e-books, digitised content including local history with community input, apps, social media, user self service such as RFID and vending machines <p>Services</p> <ul style="list-style-type: none"> ▪ Both on and offsite including local content creation, education classes such as “Using the Internet” and “Computer Literacy”, literacy and reading programs, school student homework programs, and Arts and Cultural programs <p>Staff capabilities</p> <ul style="list-style-type: none"> ▪ Staff to actively engage with communities ▪ Acquiring new staff from outside traditional librarianship ▪ Technology support teams that will assist users to access digital content and learn how to use mobile devices

Table 2: Sector Specific Summaries for Question 5 (continued)

Sector (Sector percentage of total responses in brackets)	Summary Responses
Government (State and Federal sectors combined – 19.7%)	<p>Operating models</p> <ul style="list-style-type: none"> ▪ User driven and increasingly virtual enabling users to remotely access systems, databases and information ▪ Library staff educating and supporting users at their work place both physically and virtually ▪ Consortia involvement <p>Technologies</p> <ul style="list-style-type: none"> ▪ Digitisation of hard copy materials ▪ Wi-Fi that supports organisation wide mobile devices ▪ e-Learning platforms, e-books, new catalogue software and databases, and RFID <p>Services</p> <ul style="list-style-type: none"> ▪ Maintain relevant hard copy information access ▪ Manage the integration of the parent organisation’s information <p>Staff capabilities</p> <ul style="list-style-type: none"> ▪ New levels of decision making, technology literacy and training
University (10.5%)	<p>Operating models</p> <ul style="list-style-type: none"> ▪ Integrated partnerships with academic and research staff ▪ Information Commons/Intellectual Commons ▪ Reduced backroom operations <p>Services</p> <ul style="list-style-type: none"> ▪ Customised, integrated student and library learning services ▪ Flexible learning and study spaces ▪ User self service options ▪ User support for IT services and BYODs ▪ Research data management, publications (e.g. Open Access journals) and data mining <p>Technologies</p> <ul style="list-style-type: none"> ▪ Ultra fast broadband (UFB) ▪ Remote response software, online materials including e-books, apps and cloud based library management systems <p>Staff capabilities</p> <ul style="list-style-type: none"> ▪ Technology literacy, information management, research, teaching and resource development
TAFE/Polytechnic (5.3%)	<p>Services</p> <ul style="list-style-type: none"> ▪ Provision of personal and mobile devices for student use ▪ Technology and information management assistance to students and organisation staff ▪ Management of whole of organisation information repositories <p>Technologies</p> <ul style="list-style-type: none"> ▪ Service delivery technologies that include online resources, social media, and user self help such as RFID

Table 2: Sector Specific Summaries for Question 5 (continued)

Sector (Sector percentage of total responses in brackets)	Summary Responses
Legal – Private Sector (9.2%)	<p>Operating models</p> <ul style="list-style-type: none"> ▪ Open plan physical spaces and work areas <p>Services</p> <ul style="list-style-type: none"> ▪ Onsite and virtual user assistance in research and information management <p>Technologies</p> <ul style="list-style-type: none"> ▪ Online and mobile devices including <i>“Courts' evolving acceptance of portable devices”</i> and <i>“Courts' evolving acceptance of information (authorities) from electronic sources”</i>
Other – Private Sector (2.6%)	<p>Services</p> <ul style="list-style-type: none"> ▪ Electronic delivery of and access to information including content delivery via mobile devices ▪ Development of an organisation wide information repository <p>Technologies</p> <ul style="list-style-type: none"> ▪ User self help tools ▪ Service delivery technologies such as digitised hard copy, Skype chat and podcasts

Question 6: Over the next 5 years, what will be new, different and/or innovative in the Management and Operational practices of your Library/Information Service?

A number of respondents indicated that five years is too far away to realistically comment given the likely changes in their sector and organisation including possible library amalgamations and closures. Key points that were presented in responses to this question have been categorised into:

- Governance, management and staffing
- Organisation structures
- Services and service delivery models
- Vendor and stakeholder relationships.

By sector, summary points for the Management and Operational practices that will be new, different and/or innovative for libraries and information services are presented in Table 3.

Table 3: Sector Specific Summaries for Question 6

Sector (Sector percentage of total responses in brackets)	Summary Responses
Public/Community (52.6%)	<p>Governance, management and staffing</p> <ul style="list-style-type: none"> ▪ Increased levels of communication with the organisation’s Governing Board and CEO, Board approved plans such as Risk Management Plans, and increased requirements for legislative compliance for accessibility and copyright (Canada) ▪ Library managers will not be librarians and will lead, provide strong strategic vision and will actively support innovation ▪ A new generation of managers and staff with different perspectives and a wider range of skills such as IT and online skills, teaching/education (infants, children and adults; music, art and dance), financial and contract management, community engagement, and sponsorship seeking experience ▪ High expectations in staff levels of digital literacy, interest in worldwide topics relevant to libraries, knowledge of educational policy and practices, and community engagement ▪ Flatter management structures, fewer managers and staff, and an increasing use of volunteers ▪ New Zealand Public Libraries Strategic Framework 2012-2017: THINK GLOBALLY, ACT NATIONALLY and DELIVER LOCALLY <p>Organisation structures</p> <ul style="list-style-type: none"> ▪ Regionalisation (New Zealand) will bring regional public libraries together into one unit and restructures due to government cuts ▪ Amalgamation of library services through local council amalgamations and/or for economies of scale ▪ Libraries will take on other local government roles to stay relevant to the community and to the parent organisation; combining the library with the community services function; co-located local government services

Table 3: Sector Specific Summaries for Question 6 (continued)

Sector (Sector percentage of total responses in brackets)	Summary Responses
Public/Community (52.6%)...continued	<p>Services and service delivery models</p> <ul style="list-style-type: none"> ▪ An increase in online services and a wider range of technologies available to users through collaborative arrangements, partnerships, IT hosting and outsourcing ▪ User self-help technologies including apps to download to mobile devices rather than libraries investing in hardware such as RFID ▪ Establishing a “Technology Library” that is incorporated into multipurpose centres with shared resources with TAFE and Universities ▪ A single outsourced library management system for states (Australia) and the use of open source software ▪ Enhanced, clear service delivery and operational performance evaluation frameworks for improved monitoring, analysis and reporting ▪ <i>“Completely re-think the library service and how it is delivered”</i> <p>Vendor and stakeholder relationships</p> <ul style="list-style-type: none"> ▪ Ongoing negotiations with e-book vendors and publishers to obtain improved business deals ▪ Using consortia and business management professionals to negotiate cost effective arrangements with vendors ▪ Procurement of shelf ready services ▪ Increasing the numbers of partnerships with non government organisations (NGOs)
Government (State and Federal sectors combined – 19.7%)	<p>Governance, management and staffing</p> <ul style="list-style-type: none"> ▪ Library professionals will need to be increasingly open to electronic services and virtual opportunities <p>Organisation structures</p> <ul style="list-style-type: none"> ▪ Further integration with the organisation’s core business with library professionals being part of research teams ▪ Taking on non-core library tasks which will integrate the library more into the organisation's core business <p>Services and service delivery models</p> <ul style="list-style-type: none"> ▪ Increased emphasis on whole-of-government customer focused services with an increased integration of services and platforms ▪ Most of the librarians’ work will be undertaken by the client ▪ Increasing focus on electronic resources ▪ Virtual and working increasingly with the whole-of-organisation information resources including records and publications

Table 3: Sector Specific Summaries for Question 6 (continued)

Sector (Sector percentage of total responses in brackets)	Summary Responses
University (10.5%)	<p>Governance, management and staffing</p> <ul style="list-style-type: none"> ▪ Changes will be in people more so than the technologies ▪ Different attributes will be required for library workers - they will be knowledge workers <p>Organisation structures</p> <ul style="list-style-type: none"> ▪ Integration with teaching support, increased collaboration internally and externally and “mash-ups” of library, teaching, learning and research that become Intellectual Commons <p>Services and service delivery models</p> <ul style="list-style-type: none"> ▪ Patron demand systems which will enable the purchase of services when they are needed and not just considering what patrons might need ▪ The Quality Evaluation Framework (measuring impact) ▪ <i>“Librarians will hopefully stop saying that libraries are about connecting - libraries are not dating agencies”</i>
TAFE/Polytechnic (5.3%)	<p>Governance, management and staffing</p> <ul style="list-style-type: none"> ▪ Management and operational practices will change in response to the changing needs of students and the organisation ▪ Future libraries managers will not be librarians but others such as e-Learning Managers
Legal – Private Sector (9.2%)	<p>Governance, management and staffing</p> <ul style="list-style-type: none"> ▪ <i>“I will be out of a job”</i> <p>Organisation structures</p> <ul style="list-style-type: none"> ▪ An “Online Research Centre” which is separate to the physical library ▪ Embedded librarians within user groups <p>Services and service delivery models</p> <ul style="list-style-type: none"> ▪ Mobile and remote delivery of information services
Other – Private Sector (2.6%)	<ul style="list-style-type: none"> ▪ Adapting to the changing needs of the business

Attachment 1: Survey Questions

1. In which country or region is your Library or Information Service located?

- Australia
- New Zealand
- Asia
- USA
- Canada
- UK
- Europe
- Scandinavia
- Other

Other (please specify)

2. Into which sector is your Library or Information Service best classified?

- Public/Community
- University
- TAFE/Polytechnic
- School - Secondary
- School - Primary
- Government - State
- Government - Federal
- Legal - Private Sector
- Other - Private Sector

Other (please specify)

3. In your current role do you make business decisions for your Library/Information Service?

- Yes
- No

4. For the next 5 years, what are the known or assumed major influences on both the success and sustainability of your Library/Information Service?

5. During the next 5 years, what will be new, different and/or innovative that will benefit the users of your Library/Information Service?

6. Over the next 5 years, what will be new, different and/or innovative in the Management and Operational practices of your Library/Information Service?

Attachment 2: Strategic Direction, Relevance and Value of Libraries and Information Services

Libraries and information services can be categorised as either stand alone service organisations in the business, government and not-for-profit sectors, or service functions that exist within a parent organisation structure in the business, government and not-for-profit sectors.

1. Strategic direction for a service organisation or service function can be defined as “a defined course of action to achieve the entity’s¹ goals”.

The formulation of strategic direction assumes both a knowledge and understanding of the wider environment that impacts and influences the entity’s industry and the entity itself. The course of action will include considered and required capabilities².

2. A relevant service organisation or service function can be defined as “an entity that contributes to and increases the likelihood of its stakeholders’ goals being achieved”.

Stakeholders include individuals, groups and organisations that influence, benefit from, work for/work with the service organisation or service function. Users, which include patrons, customers, consumers and clients, are considered to be a stakeholder subset.

- Why is your library or information service relevant?
- For whom?
- What is the stakeholder model³ for your library or information service?
- What evidence is available that supports relevancy?
- How is the relevancy communicated to key decision makers and to other key stakeholders?

3. A service organisation or service function that provides value to its stakeholders is able to “provide evidence that demonstrates positive economic, social, cultural, environmental, industry, sector and/or organisation benefits”.

- What is the value that your library or information service provides to users and to other stakeholders?
- What evidence is available that demonstrates value?
- How is the value communicated to key decision makers and to other key stakeholders?

¹ **Entity** is defined as a standalone organisation, or a division, department or functional unit within an organisation.

² **Capabilities** include people and their associated knowledge, skills, experience and expertise; infrastructure including technologies; financial resources; business policies, processes and practices.

³ **Stakeholder Model:** This is a diagrammatic representation of the individuals, groups and organisations that influence, benefit from, work for/work with the service organisation or service function.

Attachment 3: Operating Models for Libraries and Information Services

At least five operating model options exist for libraries and information services.

1. Stand alone service organisations

This is an organisation that provides services to users, patrons, customers or clients. It might be a government organisation operating under government legislation, or a commercial business or not-for-profit organisation operating under company and corporations' laws.

2. In house service functions

The service function is part of a wider parent organisation. Its role is to provide library and information services to patrons, users, customers or clients of the parent organisation, and/or information services to the parent organisation's staff which includes the board/governing body, executives, managers and employees.

3. Collaborative services and consortia

A standalone service organisation or in house service function may elect to participate with one or more other entities to enhance or expand user services, to achieve economies of scale and cost savings.

Such arrangements include informal to formal collaborative arrangements between two or more entities, and managed consortia.

4. Shared services

Shared service models occur where an entity is created to provide one or more services to other entities.

Those entities receiving the services usually contribute to the establishment funding and ongoing operational costs of the shared service.

Drivers for establishing shared services include reducing operating costs, economies of scale and standardising business policies, processes and practices through centralisation.

5. Outsourced services

Services in standalone organisations or within in house service functions may be outsourced to one or more external organisations.

Outsourcing usually occurs if it is more cost effective than retaining all or part of an in-house service, and/or the required expertise, experience, knowledge and skills are more readily available from external organisations.

Changing strategic direction and operating models will have benefits, implications, impacts and risks for stakeholders. A Transition and Transformation Plan can be developed and implemented. These are considered in the following table.

**Changing Strategic Direction and Operating Models - Benefits, Implications, Impacts and Risks
and
The Transition and Transformation Plan**

Benefits	<p>These can include:</p> <ul style="list-style-type: none"> ▪ New, targeted and expanded services for users ▪ Access to new, different and relevant capabilities ▪ Cost savings and economies of scale
Implications and Impacts	<p>These can include:</p> <ul style="list-style-type: none"> ▪ New people capabilities required, hence staff role changes and staff reductions ▪ Changes to policies, processes and practices ▪ New technologies, tools and information systems for users and other stakeholders to adapt and adopt ▪ Additional financial resources for “start up”
Risks	<p>These can include:</p> <ul style="list-style-type: none"> ▪ The strategic direction and operating model failing ▪ Insufficient preparation time for implementation ▪ Lack of clear communication and engagement with stakeholders ▪ Stakeholders not supporting the direction or changes ▪ Lack of training and support for stakeholders
Transition and Transformation Plan	<p>The plan should include:</p> <ul style="list-style-type: none"> ▪ The rationale and drivers for the transition and transformation ▪ The stakeholders that will be involved and impacted ▪ What will be new and different - what the transition and transformation outcomes are expected to look like, that is, “<i>moving from – moving to</i>” ▪ The benefits, implications, impacts and risks of the transition and transformation ▪ The timeframe and resources required for the transition and transformation ▪ Stakeholder readiness assessments ▪ A post implementation review schedule

Attachment 4: Links to Further Information

1. [An investigation into the value of health library and information services in Australia](#) *Australian Library and Information Association (ALIA) 2012*
2. [America's first bookless public library will look 'like an Apple Store'](#) *The Verge 2013*
3. [Brisbane City Council Australia - French Italian CityCat terminal and library patronage down](#) Green concrete, a European themed city-cat terminal, and dwindling library visitor numbers - some of the topics discussed at a March 2013 Brisbane City Council meeting. **Download audio** To explore dwindling library patronage further was the President of the Australian Library and Information Association (ALIA) **Download audio** *ABC News Australia 2013*
4. [Canadian Library Association \(CLA\) launches research on Canada's Libraries](#) *CLA Canada 2012*
5. [Chartered Institute UK warns of dangerous "headlong rush" to create more community managed libraries](#) *CILIP UK 2013*
6. [Clark Kent and Lois Lane in 2010](#) *Robert McEntyre and Ruth McIntyre 2003*
7. [Ebook sales surge to 16 per cent of the total book market in Canada](#) *Canada.com; Library Journal (Canada Edition) 2012*
8. [Heron and Matthews present reflections on the future of academic and public libraries](#) *American Library Association 2013*
9. [Growing a strong middle class](#) *Institute of Museum and Library Services - IMLS (USA) 2013*
10. [IFLA launches principles, research and advice for eLending in Libraries](#) *The International Federation of Library Associations and Institutions (IFLA) 2012*
11. [IMLS USA Public Library Survey results announced](#) *Institute of Museum and Library Services (IMLS) USA 2013*
12. [Impact and outcome of libraries](#) *The International Federation of Library Associations and Institutions (IFLA) 2012*
13. [Insight and innovation in academic and professional publishing](#) *American Library Association (ALA) 2012*
14. [Latest UK Public Library Statistics](#) *UK Chartered Institute of Public Finance and Accountancy's (CIPFA) Annual Libraries Survey 2013*
15. [Library and Archives Canada is eliminating all interlibrary loan services very soon](#) *CBC News Canada; Library Journal (Canada Edition) 2012*
16. [Measuring the economic contribution of cultural industries](#) *Australian Policy Online 2012*
17. [Modest global growth pickup in 2013, projects the IMF](#) *International Monetary Fund (IMF) 2013*

18. [New Report on Libraries Transforming in the Digital Age](#) *NewTechCity 2013*
19. [Pew study suggests libraries \(and print\) still have a future in an e-Book world](#) *TechCrunch; Library Link of the Day 2013*
20. [Public libraries evolving with technology](#) *Newsleader; Library Link of the Day 2012*
21. ["Public libraries of New Zealand - A Strategic Framework 2012-2017"](#) 2012
22. [Research perspectives on digital libraries and information access](#) *American Library Association 2012*
23. [Ten great technology initiatives for your library](#) *American Libraries; Library Link of the Day 2013*
24. [The end of the campus university?](#) *The Guardian UK 2012*
25. [The McDonald's Public Library System of 2020](#) *Robert McEntyre 2011*
26. [The Victoria University \(Australia\) Footscray Nicholson Campus Learning Commons](#) *WorldArchitectureNews.com 2013*
27. [This year, all publishers go mobile](#) *eMarketer 2013*
28. [Tomorrow's Library](#) *Victorian Department of Planning and Community Development (Australia) 2013*
29. [Turning a Page: the changing role of the university library](#) *The Ubyyssey Canada; Library Journal (Canada Edition) 2012*
30. [UK library closures hit 200 last year](#) *Public Finance UK 2013*
31. [UK library statistics: falls in numbers of facilities, visits and books issued](#) *The Guardian UK 2013*
32. [Would more people use the public library if it had a water slide?](#) *Atlantic Cities 2013*
33. [Younger Americans' reading and library habits](#) *Pew Internet 2012*