

TEMPUS Structural Joint European Project EDUCATION FOR INFORMATION MANAGEMENT IN LITHUANIA

**Renaldas Gudauskas,
Audronė Glosienė**

From the 1st of September 1995, the Faculty of Communication, University of Vilnius (FC) with other partners is involved in a three-year TEMPUS (PHARE) Structural Joint European Project (SJEP) *Education for Information Management in Lithuania*. This article aims to present the main ideas, goals, tasks and activities of the project.

PROJECT OBJECTIVES AND GOALS

The main objective of the SJEP is *TO CREATE AND REALIZE EDUCATION FRAMEWORK FOR INFORMATION MANAGEMENT OF INTEGRATED USE OF INTEGRATED INFORMATION RESOURCES*.

Projects has two major goals:

- **to create and realize postgraduate (magisterial) program for Information Management in Lithuania.** *Information Management* is concerned with the planning, implementing/organising and controlling of information resources – these are: information contents, information systems and the information infrastructure.

The goal of this Information Management program should be to train information professionals who are qualified to establish, manage, operate and evaluate user-oriented information

systems and services, to coordinate available internal and external information flows in order to facilitate both work and decision-making processes in the organisations. Specialists of new type should be able to integrate the resources both of the computer centre and the library in the University information provision. Up to now computer centres and the libraries have resisted the view that information is a single conceptual entity that, for reasons of efficiency and effectiveness, needs to be managed as single resource at certain level. Now the university community has entered a period of major transmission in the nature and form of this information environment. To navigate this new environment and to manage the information and technologies, to develop within higher education institutions of information structures, networks and technologies, we need a new generation of information managers – high rich cost people infrastructure that enables the organisational integration of information systems and business, science, education.

• **to promote the creation of such information structure as Integrated Information Centre as the means for integrated use of computer centre and library resources at the university.** *Integrated Information Centre* is an organisational entity whose mission is to provide informational and technical support services to the faculty and staff of an academic unit.

Faculty level information resource management – the location of information technology and information professionals delivery and processing services at the faculty level is a necessary response to the diffusion of information technologies on university campuses and will lead to more effective use of those technologies. Integrated Information Centre is a viable entity for accomplishing this integration within universities and the departmental level. Integrated systems will be the norm as the technical issues of connectivity and standards are resolved. Computer advances add a new class of knowledge workers – information managers. These are people who develop information

systems; collect, organise, store, analyse, present and distribute knowledge, make decisions based on that knowledge. Their ability to create a long-term strategy for information provision within higher education institutions in Lithuania is considered to be of prime importance. Unfortunately, most universities are not adequately preparing students for computerised future.

PARTNERS

Our partners in this project are four universities in Western European countries and two libraries in Lithuania. Western partners are:

- *Fachhochschule Hannover* (Germany), Contractor Prof. Dr.-Ing. Peter Blumendorf;
- *University of North London* (Great Britain), Contact Person Mr. Anthony Beard;
- *Rijkshogeschool IJsseland* (Netherlands), Contact Person Drs. Adriaan Borggreve;
- *Stockholm University Library* (Sweden), Contact Person Lennart Eklind.

Partners in Lithuania are:

- *Vilnius Academy of Arts Library*, Contact Person Ms. Dalia Šimienė;
- *Martynas Mažvydas National Library of Lithuania*, Contact Person Mr. Vladas Bulavas.

All institutions participating in the Project have agreed to take part in curriculum development in Information Management at the FC; (re)training of the academic staff; education of staff in handling and maintenance of modern equipment; realising students and teachers mobility (accommodation, courses, field work places). Lithuanian and Swedish partners agree to act as hosts for practical training of the students of Information Management.

Previous cooperation

FC and the Vilnius University Library have a long experience of cooperation with Stockholm University Library (Sweden). Together we started a Library Management Project (coordinator – Dr. Renaldas Gudauskas) in 1992 which aim primarily was to increase our mutual contacts and to develop a kind of performance measurement designed for the Baltic States. Two reports have been published as a result of our efforts: *Organization and Structure of the Research Library Systems in Estonia, Latvia, Lithuania and Sweden*, Stockholm, 1993, and *Library Management Development Project*, Stockholm, 1994. Both reports point out the need for a better education for future library and information professionals.

Dr. Renaldas Gudauskas is in cooperative contact with Fachhochschule Hannover (Germany) since 1991. University of Vilnius together with Fachhochschule Hannover had applied for TEMPUS Structural Joint European grant, project title "*Information specialist for Europe*". The project was not supported because library and information science was not considered as national TEMPUS priority in 1992. Now the cooperation between the FC and Fachhochschule Hannover is based on the bilateral agreement. The Fachhochschule Hannover is experienced in the role of TEMPUS-JEP-contractor.

Rijkshogeschool IJselland (the Netherlands) is in cooperative contact with Fachhochschule Hannover since 1988. Rijkshogeschool IJselland experienced in the role of participant in a successful TEMPUS-JEP. Both institutions are collaborating with the School of Library and Information Science, University of North London (United Kingdom).

Martynas Mažvydas National Library of Lithuania, Vilnius University Library and the Library of Vilnius Academy of Arts serve as the main typical basis for practical training of the students of the FC. The kernel of the staff of these libraries are graduates of the University of Vilnius. Dr. Renaldas Gudauskas

is responsible for the strategic development of Vilnius University Library. Martynas Mažvydas National Library of Lithuania together with the Faculty of Communication, University of Vilnius, has developed several research projects, *Creation of the Integrated Information Library System in Lithuania, 1994* could be indicated as the latest one. Both institutions take part in the international project *Library management Development Project* with Stockholm University Library (Sweden). The staff of Martynas Mažvydas National Library of Lithuania is involved in the teaching process at FC.

DESCRIPTION OF THE PROJECT

The project aims at creation and realisation of postgraduate (magisterial) program for Information Management at the Faculty of Communication, University of Vilnius. **The goal of this program should be to train information professionals who are qualified to establish, manage, operate and evaluate user oriented information systems and services, to co-ordinate available internal and external information flows in order to facilitate both work and decision-making processes in the organisations.**

Background. Faculty of Communication, University of Vilnius, is the only institution in Lithuania for training librarians and other information professionals for Bachelor's degree. 2 years master's program is to be started in 1995. The program provides specialisation in Information Management, Information Systems Management, Libraries and Information Centres Management. Vilnius University Library, Martynas Mažvydas National Library of Lithuania and the Library of Vilnius Academy of Arts are the main typical basis for practical training of library and other information professionals.

In the 1980s a number of American and European Library and Information Science Schools switched over to education in

Information Management and records management. Similar processes are taking place in the post communist countries as well. Education for Information Management started at the University of Vilnius in 1991 when the new Faculty of Communication was created. In Lithuania's state transition period from the planned economy towards the market oriented economy, there is a evident need for creating a theoretical and educational background for Information Management to influence the activities of the organisations. The multidisciplinary dimension of the educational program for Information Management in Lithuania is not sufficient yet. We also need relevant literature for Library and Information Science studies.

Staff in today's libraries and computer centres are oriented differently toward information search and retrieval and have been trained in very different operational paradigms. Information systems professionals are, for the most part, technically trained and, consequently, oriented toward technical solutions of information retrieval problems. Information service, provided by librarians, on the other hand, tends to be much more open-ended and involve more solving of unstructured problems.

Perspective. The prerequisite of the information manager is to see information in the broadest possible context of media and source. With combined responsibilities for management of both internal data and text the information resource manager will become a *true* information manager. Security of information will be a pressing concern of these information managers as legal issues concerning liability for misuse of programs and data are resolved. Staff expertise in information systems as well as expertise in library systems may be required for effective Information Management. Departmental data bases, software libraries, and print and non print collections will also be managed by these professionals.

Changes. Integrated systems will be the norm as technical issues of connectivity and standards are resolved. Horizontal integration will link computer center, library and the departments within the university; vertical integration will provide top level

managers with operational data for planning and control. Networking will inevitably change organisational structure since processing nodes will be interconnected, upsetting traditional management hierarchies. An information network-style management may evolve that allows individuals to change ideas and knowledge without channelling communications through a restrictive bureaucracy. One might characterise these changes as evolution from a managerial society to an entrepreneurial society.

With advanced technology, tools for the development of computer systems will become easier to use and computer systems themselves will require less technical skill to manage. The result will be a shift in responsibility for the management of computing from computer professionals to functional department managers. They will have to plan for the acquisition of computer resources and their organisation, operation, maintenance, and security.

Education. Undergraduate study can generally produce only hybrid users whilst postgraduate and post-experience study can support the development of hybrid managers; advanced level specialists should be able to realise the modern ideas of Information Management.

TEMPUS program would create necessary conditions and prerequisite for the realisation of Master's program. The cooperation in preparing and delivering of the following courses would be required: *Information Systems and Networks; Performance Measurement and Evaluation; Education Media Centres; Multimedia and Hypertext; User Education; Information Resources Management; Technology of Information Systems Design; New Information and Communication Technologies; New Information Methods; Information Centre Management; Methods of Knowledge Representation; Structure, Planning and Organisation of Information and Documentation; Information Marketing; Information Production and Representation; Programming of Databases; Theory and Practice of Information Retrieval.*

Academic Environment. Now the university community has entered a period of major transition in the nature and form of this information environment. To navigate this new environment and to manage the information and technologies we need new kinds of support services. To facilitate these services, some degree of integration of the scholarly and administrative information delivery systems is becoming necessary. This integration can be centralised at the institutional level or it can be decentralised at some intermediate administrative level or even at the individual level. It means that the future direction may be to bring computer services and library services together. There is a change from just organising and bringing service on library media to being central to the service of the information to and of the whole university. One way of achieving this integration and the same time providing the information resource management support needed by faculty and staff is by means of an Integrated Information Centre.

MANAGEMENT OF THE PROJECT

Role of Coordinator and Contractor. The **coordination** of the Project will be carried out by the **Faculty of Communication, University of Vilnius**. The **coordinator** is **Dr. Renaldas Gudauskas**, Dean. He has previous experience in running goal-oriented projects: in 1993 Individual Mobility Grant was used to get expertise in creating the strategy of teaching Information Management in higher education institutions at the University of Amsterdam (Netherlands).

The Faculty of Communication, University of Vilnius will:

- coordinate the Project activities;
- select students and staff who will participate in the project;
- take care of accomodation and facilities to perform the courses, and to make residence of Western partners possible;

- set up the linking of Lithuanian institutions and organisations with the project;
- participate in the working group (in which all partners participate) which prepares the program and implementation of magisterial education.

The contractor will be Prof. Dr.-Ing. Peter Blumendorf, Fachhochschule Hannover. The Fachhochschule Hannover is experienced in the role of the TEMPUS-JEP-contractor (JEPs 0297, 4298, 4299). The functions of the contractor **Fachhochschule Hannover** will be:

- coordination and control of all aspects of financing the project activities;
- participation in reorganizing existing and development of new curricula for the education of modern trained information managers;
- training of teachers in modern teaching and communication skills;
- training of staff in handling and maintenance of modern computing equipment and methods of integrating computers in education and training;
- producing actual teaching materials integrating new contents and new equipment;
- realizing students and teachers mobility (accommodation, courses, field work places).

Role of the partner institutions

The School of Information and Communication Studies, University of North London will be involved in the following areas:

- analysis and critique of existing practises and syllabus;
- assistance in curriculum development;
- assistance in training staff in Information Technology; Information Services Management; Business Information;

- assistance in training of staff in the teaching of these areas;
- encouraging and achieving student and staff mobility between participating countries;
- arranging and supervising student placements (internships) in Great Britain and Lithuania;
- realizing students and teachers mobility (accommodation, courses, field work places);
- participate in the working group (in which all partners participate) which prepares the programme and implementation of the project.

Stockholm University Library will:

- take part in supplying the advanced education programme with equipment, technical facilities, text-books;
- participate in the working group (in which all partners participate) which prepares the programme and implementation of the project;
- act as host for students and let them have practise in Sweden.

Library of Vilnius Academy of Arts is ready to:

- select the staff participating in the project;
- participate in the working group (in which all partners participate) which prepares the programme and implementation of the project;
- act as a basis for practical training of the students of Information Management, Faculty of Communication, University of Vilnius.

Martynas Mažvydas National Library of Lithuania will undertake the functions of:

- selection of the staff participating in the project;
- participation in the working group (in which all partners participate) which prepares the programme and implementation of the project;

- acting as a basis for practical training of the students of Information Management, Faculty of Communication, University of Vilnius.

Operational structure. The University of Vilnius, i. e. Faculty of Communication, will operate as overall Project-leader. General Project management will reside with this Faculty. A Steering Committee, consisting of one Professor from each participating university plus the Project Co-ordinator, will formulate broad policy lines and evaluate the results of the Project. This Steering Committee will meet in periodic workshops.

There is allowance in the proposed budget for a part-time secretary assistant at the contracting institution Fachhochschule Hannover. The proposed budget allows for secretary assistant at the Faculty of Communication, University of Vilnius, to carry out the necessary activities for the administration of the Project.

All staff involved in the Project will take part on a part-time basis. All staff members are (or in case of the teachers from Lithuania: will be) specialists in Library and Information Management. In all five Universities professors, assistant professors (lecturers and – particularly for Lithuania – recently graduated teachers) will also take part.

The University of Vilnius gives the preference to involve as many teachers as is feasible, when the course is given in Vilnius. Some basic lectures and try-outs will be given in Lithuania; all lectures that will need computer-based hardware and software on the first year of the project will be organized in Western countries. Gradually the necessary infrastructure will be built up in Lithuania (with the help of TEMPUS-funds) in order to make it possible for the participating universities to implement the same courses as were given and tried out in Western countries. The logistic and administrative support for the project will be given by the participating Western universities, in particular by the Fachhochschule Hannover.

Monitoring and evaluation. Teachers from both sides will take part in all phases of the curriculum design, implementation, testing, evaluation and adaptation. In this way the adequacy of the required level and appropriateness of the contents will be optimally assured.

Workshops will be organised, both in Western Europe and in Lithuania; the leading responsible persons from each of the five universities will come together to formulate conclusions about the results obtained. The participation of the libraries in the Project will ensure the testing and evaluation of the education level of Information Managers in practical situation. The project will produce semi-annual reports, summarizing activities, results and evaluation by all parties.

IMPACT AND PERSPECTIVES

Level of impact. At the *departmental level*, realising JEP will create a solid background for the Information Management studies at the Faculty of Communication, University of Vilnius. The education for Information Management at the advanced level based on the new curricula will enable the future specialists to realise the modern ideas of Information Management and to improve the standard of university libraries and the academic institutions on the whole. Developing an infrastructure for the education of teachers by using courses and seminars will create the possibility for the development our own infrastructure and changing the conditions for the libraries as educational resource.

At the level of institution, better use of library resources enhances the quality of university education. It can give teachers a wider range of institutional tools; it can make the teaching more varied and stimulating. This can help to give the student greater independence and a broader orientation. Most importantly, it also means that students when they graduate have acquired knowledge and skills which should in fact be one of the central goals of university education: to further the ability to use scienti-

fic information in a comprehensive and critical way. The proposed project will set up an institutional structure within the University of Vilnius. This organisational infrastructure framework is needed to disseminate knowledge and skills which will be brought in by Western partners.

At the national level, training of new information managers corresponds to the needs for development within higher education insitutions of information infrastructures. Creation and implementing of the educational framework for Information Management will let the Faculty of Communication, University of Vilnius to carry on as a nationally and internationally recognised institution.

The university does not operate solely, it operates within national and international information environment. The realisation of the modern ideas of the Information Management leading to the improvement of the standard of university libraries will make great demand of the efficiency of the libraries, their ability to justify and "sell" their services and to organise and develop their work. They have to be libraries in the service of the general public, educational institutions for library users, and knowledge centres for information technology. As information brokers and gatekeepers for their customers, they have to find, select and evaluate information. They have to function as transport companies and administrators for literature and information throughout the media field. In their university settings they have to be cultural centres, to provide students with places to study, and create an environment conducive to study and intellectual development. They have to be an international interface. They also have to preserve and care for the scholarly and cultural heritage of the university and society.

Dissemination. As far as we know, the Project Education for Information Management in Lithuania in many respects is an untried and new approach in Eastern European countries. There will be an intensive exchange of ideas and teaching methods during the realisation of the Project, which will be of mutual benefit. A fully documented and applicable description of the process of developing

and implementing a curriculum in Information Management will be the means of dissemination information in the Baltic Sea region.

Training of the new generation of information managers will improve the integrated use of information resources within higher education institutions in Lithuania participating in the project. Partners will take part in courses, workshops and seminars. The results of the project will be published in semi-annual reports. The results of the Project are supposed to be important both for students and for information specialists working in a wide range of institutions such as information centres in industry, commerce, government, international and regional organisations, information brokerage firms.

Perspectives for continuity. After the end of TEMPUS funding the results of the project will be maintained due to the investments in:

- **human resources:** trained teachers will be able to teach the curriculum as it was developed in the project; Lithuanian students/trainees will be able to work at a convenient level in the area of Information Management either in business environment or as a teacher;

- **infrastructure:** the created technical infrastructure will be sufficient to sustain the implementation and further elaboration of the curriculum and linking all parties that took part in the project; books and other training material will provide necessary basis for maintaining the level of teaching Information Management as required.

Nations with more advanced information infrastructures will enjoy a critical competitive advantage in the global economy for the next generation. The best gross indicator of competitiveness may be simply the amount of resources committed to information infrastructure (Davis and Davidson, 2020 Vision).

INFORMACIJOS MENEDŽMENTO PROGRAMA LIETUVAI TEMPUS (PHARE) PROJEKTAS

Santrauka

Nuo 1995 m. rugsėjo 1 d. Vilniaus universiteto Komunikacijos fakultetas kartu su užsienio ir Lietuvos partneriais dalyvauja trejų metų Europos Sąjungos TEMPUS (PHARE) projekte *Informacijos menedžmento programa Lietuvai*. Šio straipsnio tikslas – pateikti laimėjusio projekto pagrindinius tikslus, ideologiją, pristatyti partnerius ir projekto įgyvendinimo gaires bei konkrečius veiksmus. Per trejus metus užsienio aukštosiose mokyklose studijuos 18 fakulteto magistrantų; 24 dėstytojai stažuosis Vokietijoje, Olandijoje, Anglijoje ir Švedijoje; šių šalių kolegos organizuos intensyvius kursus Vilniuje, konsultuos modernių informacijos menedžmento mokymo planų, programų sudarymo ir realizavimo, dėstyto ir studijų metodikos klausimais. Bendra suma, skirta projektui realizuoti – 367 tūkst. ECU.

Fakultete bus sukurtas Integruotas informacijos centras, kurį sudarys dvi kompiuterių laboratorijos, aprūpintos moderniausia įranga, reikalinga informacijos paieškai interaktyviu režimu pasaulio informacijos tinkluose ir duomenų bazėse. TEMPUS projekto tikslas – naujos kartos informacijos menedžerių rengimas. Šie specialistai turi sugebėti įdiegti, palaikyti, įvertinti ir valdyti orientuotas į vartotoją informacijos sistemas ir paslaugas, koordinuoti vidinius ir išorinius informacijos šrautus, siekdami organizacijų strateginės veiklos sėkmės. Naujo tipo specialistai turi integruoti dabar atsietas bibliotekos ir skaičiavimo centro – dviejų svarbiausių bet kurio universiteto informacijos išteklių – paslaugas.

TEMPUS Structural Joint European Project EDUCATION FOR INFORMATION MANAGEMENT IN LITHUANIA

Summary

From the 1st of September 1995, the Faculty of Communication, University of Vilnius (FC) with other partners is involved in a three-year TEMPUS (PHARE) Structural Joint European Project (SJEP) *Education for Information Management in Lithuania*. This article aims to present the main ideas, goals, tasks and activities of the project.

The main objective of the SJEP is to create and realize education framework for information management of integrated use of integrated information resources. Projects has two major goals:

- *to create and realize postgraduate (magisterial) program for Information Management in Lithuania. Information Management* is concerned with the planning, implementing/organising and controlling of information resources – these are: information contents, information systems and the information infrastructure.

The goal of this Information Management program should be to train information professionals who are qualified to establish, manage, operate and evaluate user-oriented information systems and services, to coordinate available internal and external information flows in order to facilitate both work and decision-making processes in the organisations. Specialists of new type should be able to integrate the resources both of the computer centre and the library in the University information provision. Up to now computer centres and the libraries have resisted the view that information is a single conceptual entity that, for reasons of efficiency and effectiveness, needs to be managed as single resource at certain level.

- *to promote the creation of such information structure as Integrated Information Centre as the means for integrated use of computer centre and library resources at the university. Integrated Information Centre* is an organisational entity whose mission is to provide informational and technical support services to the faculty and staff of an academic unit.

Our partners in this project are four universities in Western European countries and two libraries in Lithuania:

- **Faculty of Communication**, University of Vilnius, Coordinator dr. Renaldas Gudauskas

- *Fachhochschule Hannover* (Germany), Contractor Prof. Dr.-Ing. Peter Blumendorf

- *University of North London* (Great Britain), Contact Person Mr. Anthony Beard

- *Rijkshogeschool IJsseland* (Netherlands), Contact Person Drs. Adriaan Borggreve

- *Stockholm University Library* (Sweden), Contact Person Lennart Eklind

- *Vilnius Academy of Arts Library*, Contact Person Ms. Dalia Šimienė

- *Martynas Mažvydas National Library of Lithuania*, Contact Person Mr. Vladas Bulavas.

Duration of the project – 3 years. Total grant – 367 thousand ECU.