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SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY
Finance, Banking and Insurance Department

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on: **«The Reform and Innovation of University
Library Administration»**

Completed: **Yu Chunpeng**
student of
073 «Management» (EP «Administrative Management»)

Supervisor ***Puhach Yurii Vasylovych***
PhD, assistant of the Department of
Finance, Banking and Insurance

Reviewer ***Sosnytskyi Mykhailo Oleksandrovykh***
Director of GRAND META LLC

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ABSTRACT

Yu Chunpeng. The Reform and Innovation of University Library Administration.

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The rise of the knowledge economy and the rapid development of information resource networking present new opportunities and challenges for university library management in China. This paper explores management reform and innovation in university libraries, focusing on the theory of management innovation, using Yantai Nanshan University Library as a case study. The goal is to offer practical insights and recommendations for improving library management.

The qualification work consists of three parts. The first part introduces the concept of library management, reviewing definitions from various experts and scholars. It analyzes the current status of Chinese university library management, focusing on management systems, policies, and methods, and highlights the need for innovation.

The second part examines the external and internal environments of university libraries.

The third part explores the meaning and characteristics of management innovation in university libraries and discusses the direction and methods for implementing innovation.

The theoretical significance of this paper lies in its application of modern management theories to library management. It aims to contribute to the deeper study of library management innovation by proposing the establishment of a learning organization and a theoretical framework adapted to the new environment. The practical significance lies in the innovative measures proposed for improving the functioning of university libraries, helping them better serve educational institutions.

Keywords: innovative library management, university library management, information resource networking, library reform.

АНОТАЦІЯ

Юй Чунпен. Реформування та інновації управління університетською бібліотекою.

Магістерська робота зі спеціальності 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2024 р. – Рукопис.

Зростання економіки знань та швидкий розвиток мереж інформаційних ресурсів представляють нові можливості та виклики для управління університетською бібліотекою в Китаї. У роботі зосереджено увагу на реформі управління та інновації в університетських бібліотеках, зосереджуючись на теорії інновацій управління, використовуючи університетську бібліотеку Яньтай Наньшань як приклад.

Кваліфікаційна робота складається з трьох частин. Перша частина представляє концепцію управління бібліотекою, переглядаючи визначення від різних експертів і вчених. Вона аналізує поточний стан управління китайською університетською бібліотекою, зосереджуючись на системах управління, політиці та методах, а також підкреслює необхідність інновацій.

У другій частині розглядаються зовнішні та внутрішні середовища університетських бібліотек.

У третій частині досліджується значення та особливості управління інноваціями в університетських бібліотеках та обговорює напрямки та методи впровадження інновацій.

Теоретичне значення цього дослідження полягає у застосуванні сучасних теорій управління до управління бібліотекою. Практичне значення полягає в інноваційних заходах, запропонованих для покращення функціонування бібліотек університетів, надання їм допомоги у кращому обслуговуванні навчальних закладів.

Ключові слова: інноваційний бібліотечний менеджмент, університетське бібліотечне управління, інформаційно-ресурсні мережі, бібліотечна реформа.

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INTRODUCTION

Relevance of the topic. The rise of knowledge economy and the rapid development of information resource networking brings new opportunities and challenges to all walks of our country. It has greatly changed the society, and also promoted the development of colleges and universities to digitalization and networking. University library is in an important position in colleges and universities, and library work is an important part of school teaching and scientific research. University library is not only a treasure house for gathering knowledge and information, but also a place for teachers and students to acquire knowledge. With the development of computer technology, multimedia technology and modern communication technology, and the wide application of Internet, great changes have taken place in the work content and working mode of university libraries.

Many scholars, such as, emphasize the importance of digitalization and the introduction of information technology in librarianship. These studies show that an innovative approach to management is key to providing libraries with relevant resources and increasing their efficiency

Under the network environment, the construction of literature information resources has changed. In the traditional library management, the expression of collection resources is relatively simple, and paper documents have always been the main information carrier of libraries, which determines that the management mechanism, management system, collection construction, service mode, organization, personnel, funds and equipment management of libraries are all carried out around paper and printed matter. With the maturity of computer, multimedia technology and network technology, the knowledge carrier is greatly enriched, and the literature carrier has developed from the traditional printing type to the multi-type and multi-carrier direction in which magnetic and optical media are widely used. Virtual information resources have greatly enriched the library collection, and the collection scope of the library has expanded rapidly. The collection of a library is not only the physical collection of documents owned by the library, but also all the information resources it can provide. The way of obtaining literature resources has changed. The traditional library collection construction is mainly

achieved through purchase, exchange, donation and other ways, while the modern library information resources are largely obtained through the network.

The functional departments of traditional libraries have a thin division of labor, repetitive business, and many work links: communication between and within libraries is limited, communication is insufficient, and effective coordination and cooperation between libraries and departments are lacking, resulting in repeated construction of document information resources and serious waste of library document funds. Low efficiency: coupled with the imperfect management system and the lack of effective incentive methods and restriction mechanisms, it is difficult for library management to develop to a higher level.

The traditional library management system in China faces numerous challenges, such as the inefficiency of the service system, insufficient digitalization and the lack of modern technological solutions. Outdated approaches to the storage and distribution of information resources do not meet the modern requirements of users.

How to make university library play its important role. This requires the continuous innovation of the management of university libraries, and the constant progress and innovation of university libraries in adapting to the continuous development and change of society. How to improve management and carry out innovation is the key to development. If we can grasp management innovation and fully implement management innovation measures, the management level of university libraries will be expected to be improved as a whole and achieve leap-forward development.

At present, the bottleneck of the future development of university libraries in China will be "soft factors" such as management and talents. Therefore, we must carry out management innovation and quickly improve our management level.

The object of the study is the library of Yantai Nanshan University.

The subject of the study is the University library management innovation under the new situation.

The purpose of the master's work: This paper establishes the management innovation theory of Chinese university library under the new situation, and puts forward

the concrete implementation plan. Improve the work efficiency of university library, make university library adapt to the development of school and society faster and better.

There are tasks for qualification work:

1. Come to the conclusion that the university library management concept
2. Through the management of university library now status and level, and the analysis of the internal and external environment the university library, it is concluded that the present carries on the urgency and necessity of management innovation of university library.
3. Summarizes the direction and measures for university library management innovation.

The study not only reveals the importance of innovation in library management, but also suggests real ways to implement them. The results can be applied to improve the management of university libraries both in China and beyond, enabling them to respond more effectively to contemporary challenges

Personal Achievements:

1. Yu Chunpeng. Thoughts on the reform of management system of university library. Матеріали XXXV-ої Міжнародної науково-практичної конференції «Сучасні аспекти модернізації науки: стан, проблеми, тенденції розвитку». м. Стамбул, Туреччина, 7 серпня 2023р. – ГО «ВАДНД», 2023.
2. Yu Chunpeng. The innovation and reform of chinese university library management mode. Матеріали XXXV-ої Міжнародної науково-практичної конференції «Сучасні аспекти модернізації науки: стан, проблеми, тенденції розвитку». м. Стамбул, Туреччина, 7 серпня 2023р. – ГО «ВАДНД», 2023.

The structure and scope of work. Qualification work consists of an introduction, three chapters, conclusions and suggestions, a list of references, which consists of 43 titles. The main text is placed on 74 pages of computer text, the work contains 1 table, 3 figures.

CHAPTER 1

SUMMARIZES THE CURRENT SITUATION OF UNIVERSITY LIBRARY MANAGEMENT IN CHINA

University library as a differentiation of library, before expounding the concept of university library management, let us first understand what is library management, what is library management? For a long time, many domestic scholars have defined library management and made various explanations. Below we list some representative definitions.

According to Huang Zongzhong, "Library management is the most reasonable allocation and use of human, material and financial resources of the library system through decision-making, planning, organization, command, coordination and control, so as to maximize the benefits and improve the efficiency of the library, so as to achieve the expected goals of the library" [15,16]. The dynamic process of accomplishing library tasks.

Library Management, edited by Bao Lintao, pointed out that "Library scientific management is to make the most reasonable use of library human, financial and material resources to achieve the expected goal of the library by planning, organizing, directing, coordinating and controlling according to the development law of library business and library work. The dynamic process of accomplishing library tasks"[27].

"Library Management", edited by Pan Yinsheng, points out that "library management is an activity that follows the objective law of library work, rationally allocates and uses library resources by means of planning, organization, coordination and command, so as to achieve expected goals and meet readers' knowledge and information needs" [39].

Guo Xingshou believes that "the so-called library management is a series of organized activities that follow the laws of library work, according to the contents and procedures of management work, and make full use of its resources under the conditions of library system optimization to effectively realize its social functions" [40].

According to Yu Mingdi, "The decision-making process of applying modern scientific theories and methods, following the inherent laws of library work and library business, reasonably organizing and maximizing the role of human, material, financial and other resources of libraries in order to achieve predetermined goals." This is the scientific management of libraries" [4].

Through the above experts' definitions of library management, it should be said that although the expressions are different, there is no substantive difference. They all define library management through the laws of library work, library resources (human resources, financial resources, information resources) and work objectives. It is recognized that library management is an activity or process. University library forms a very important type of library due to its different nature, tasks and service objects. Based on the above definitions, we can define university library management as follows: through planning, organization, leadership and control, etc. Optimize the allocation of various resources (human resources, financial resources, information resources) in the library system in order to complete the library for the teaching and scientific research work of the whole school, and make the service providers - librarians also get a high morale and sense of achievement activities [27].

Define university library management, we look at the emergence and history of university library in our country.

University library is an integral part of each country's library cause, and the overall development level of each country's library cause often affects the development of its university library, so it is necessary to have some understanding of the national library cause level when studying the university library of a country.

The world's earliest university library appeared in the United Kingdom, in the 14th century, Oxford, Cambridge, St. Anjiu and other universities of the various colleges have established libraries. In China, at the end of the 18th century and the beginning of the 19th century, the Qing Dynasty's national power was declining, and the social crisis was everywhere. Forced by the vigorous development of the bourgeois democratic revolution, as well as the social political, economic and cultural situation, the Qing government formulated a series of policies to develop culture and education. In 1898, Peking

University was founded, and in 1902, it set up the Library, the predecessor of the Peking University Library. In 1911, Tsinghua University Library was founded and later developed into Tsinghua University Library. Later, with the establishment of modern Chinese universities, university libraries were also established.

In 1930, China had 2,068 public libraries and 654 school libraries. The library community introduced the library concept from the United States and Japan, and then created the "Chinese Library Science", and started the formal education of library science, short-term training courses and library knowledge popularization courses [15]. By 1936, the building of the university library, the collection of books, the quality of the librarians and the management level had been significantly developed. After the Japanese invasion of China in 1937, the library industry in China was severely damaged and plundered. After the victory of the Anti-Japanese War, the university library recovered quickly, the collection of books increased, and the construction of library buildings also developed, but the development was very uneven [35].

The period from 1949 to 1957 was a period of healthy development and steady progress of the library industry in China. The library collection has been adjusted, the unreasonable rules and regulations have been reformed, the library work content has a new development, the university library has a rapid development.

The period from 1958 to 1965 was a period of wavy progress of Chinese library industry. In the early stage of this period, due to the influence of the "left" trend of thought, it caused mistakes and setbacks in the library cause. After 1962, China's library construction carried out the policy of "adjusting, consolidating, enriching and improving", carried out internal rectification, and consolidated and developed the library construction.

From 1966 to 1976, Chinese libraries were also seriously damaged because of the political movement, which widened the gap between China and the world advanced level. The libraries had no rules to follow, the management was chaotic, and the business work could not be carried out.

After October 1976, the library industry in China gradually returned to the right track. After the 1980s, there has been a new development of library in China, and the construction of literature resources in university libraries has made great progress [22,23].

The service items of information users have been increasing and the level has been greatly improved. The management of manpower, material resources and funds is becoming more and more scientific; The structure proportion and knowledge structure of the staff are becoming more and more reasonable; Funding, premises and equipment to secure and improve. In particular, great achievements have been made in the areas of automation, networking and digital development [5].

From 1978 to 1987, Peking University, Tsinghua University and other units developed and established the Chinese machine-readable directory Format standard, some universities organized automation technical teams, and their experimental systems began to operate. In 1988, the national university library has been equipped with a part of minicomputer, super microcomputer and microcomputer network system, introduced some of the more advanced CD-ROM and CD-ROM drive, light pen bar code and tape database, established a number of international on-line terminals [14].

After the establishment of the National College Library Modernization Technical Committee in September 1988, the college library automation system has become standardized, integrated and coordinated from the aspects of strength decentralization, technology decentralization and data decentralization. The direction of organization development. The internet network entered China in 1994, and the China Education and Research Computing Network (CERnet) was opened in 1995, and the development of university library automation has entered a new stage. With the support of CERnet, a number of university libraries have entered the Internet. At the same time, a number of colleges and universities have established campus networks, and libraries have become an important node of campus networks. Under the promotion of "211" Project, university library automation has been a great development [2]. China Higher Education Security System (CALIS) has initially built a basic framework during the "Ninth Five-Year Plan" period, and established a three-level security system of "national center - regional center - university library". It realizes public search, interlibrary loan, document delivery, coordinated procurement, online cooperative cataloging, and electronic resource navigation under the network environment. Since the beginning of 1996, China began to enter into the research and development of digital library projects, and the libraries of key

universities in China such as Peking University and Tsinghua University actively participated in the research of these projects [1, 36].

Yantai Nanshan University, founded in 1988, is an application-oriented undergraduate university with engineering as its main focus and coordinated development of engineering, management, economics, art, literature, medicine and science [3]. It consists of 12 secondary schools: School of Science and Data, School of Intelligent Science and Engineering, School of Materials Science and Engineering, School of Textile and Clothing, School of Chemical Engineering and Technology, School of Aviation Science and Engineering, School of Health, School of Economics and Management, School of Chinese Studies and Foreign Languages, School of Art and Design, School of Music and Dance, and School of Marxism. It consists of 69 departments (departments, centers) and has more than 30,000 students. The school covers an area of 3,028 mu, with a construction area of 823,800 square meters. The school has a beautiful environment and pleasant scenery, and the campus green coverage rate is more than 50%. The school is equipped with modern teaching and cultural facilities, experimental equipment and equipment with a total value of 135 million yuan. The library covers an area of 38,000 square meters, with a paper collection of 2.3 million volumes and a total electronic resources of 7.39 million volumes. There are 17 cross-fusion experiment and training centers for new materials, high-end energy and chemical industry, including 225 experiment (training) rooms.

With the continuous expansion and development of the university, Yantai Nanshan University Library has gradually developed into a large digital and modern university library with advanced equipment, complete functions, thoughtful services and standardized management. It is the university's library information center, student learning center, teaching and research service center and information exchange center.

Yantai Nanshan University Library consists of Donghai Campus Library and Nanshan Campus Library. It covers an area of 38,000 square meters, with a paper collection of more than 2.3 million volumes, a total of 7.39 million volumes of electronic resources, 11 databases, 5 self-service book borrowing and returning machines, and a

large book lending room, periodical reading room and electronic reading room integrating collection, borrowing and reading.

Yantai Nanshan University Library consists of office, collection department, circulation department, technical department and other service institutions, adhere to the service concept of "readers first, service first", adhere to the purpose of "wholeheartedly serving teaching and research, serving teachers and staff, serving the development of Nanshan". Provide lending, reading, reservation, renewal, self-study, literature search, lecture exhibition, education and training, resource recommendation, subject service, reference consultation and other services [19]. The library is open 105 hours a week and digital resources are available 24 hours a day.

At present, the overall level of university library management in China is still some gap compared with the developed countries, and the present situation of university library management in China is analyzed in the following aspects.

China's university management system has always been a highly centralized management system led by the government, and the internal management system of university libraries is also a highly centralized management system led by the competent department of the college. The curator is appointed by the school. This kind of management system has the characteristics of a strong planned economy and has strong self-containment. Due to the lack of attention to library, the status of university library in school is not true. The library of Yantai Nanshan University has the same problem with most of the libraries in China. Although the library is known as "one of the three pillars of the university", how to locate the status of the library is not clear. No matter the professional skills, service attitude, or their research level in library management, librarians have been recognized and affirmed by their peers, and most of them have obtained the title of deputy high (associate researcher or associate professor) or above. Due to the lack of attention from the school, the status of the library is low, no matter how hard they work, the welfare and treatment of their work in the school is always much lower than that of the teaching and research personnel. People do not have a clear understanding of the status and role of university library organization in universities from the perspective of social development, and in the establishment of library departments

according to the linear operation process and work links to realize the management function of the department. This linear organizational structure has resulted in a serious disconnect between external and social needs. Internally, it only highlights the relationship between the leader and the led in administrative management, but does not form the relationship between the guidance and the guided in business, which limits the personal development of librarians and restricts the sustainable development of university libraries. Due to the lack of mutual communication and contact, it is impossible to realize the exchange of work tasks, so that librarians are engaged in simple and repetitive work for a long time, lack of challenge and sense of crisis, and are in a passive state of lack of competition. Therefore, the effectiveness, efficiency and benefit of the library are relatively low.

Since the founding of New China, a series of administrative regulations on library management have been formulated and promulgated. Administrative regulations on library management Special regulations on library undertakings and library activities formulated or approved by the State legislature. It is the general basis for the establishment and management of library and the formulation of library administrative laws and regulations. Library law is a legal norm that regulates the relations between the state and the library, between the library and other organizations and between the library and the readers, and is an important means for the state to lead, organize and develop the library, with the characteristics of compulsory, normative, generality and stability. The Regulations for the Passage of the Capital Library and Provincial Libraries, promulgated in the second year of Xuantong of Qing Dynasty (1910), was the first library law promulgated in the name of the government. In 1915, the Ministry of Education of Beiyang Government issued the Library Regulations and the Popular Library Regulations. In 1927, the Graduate School promulgated the "Library Regulations" and the "New Book Submission Regulations" in the same year. In 1930, the Ministry of Education of the Republic of China promulgated the "Regulations for the Submission of New Books" and "Regulations for Libraries" (amendments to the "Regulations for Libraries" published by the former Graduate School), and in 1939, the Ministry of Education promulgated the revised "Regulations for Libraries". In 1940, the National

Government promulgated the Regulations on the Organization of the National Central Library. In 1941, the Ministry of Education promulgated the Measures for Popularizing National Book Education, which was amended twice in 1943 and 1944. In 1947, the Ministry of Education issued the "Library Regulations". In addition to the regulations published by the central government and relevant departments, there were local library regulations issued by provinces during this period.

For example, Provisional Regulations of Hunan Library and Organizational Regulations of Taiwan Library (1946). Since the founding of the People's Republic of China, relevant departments have promulgated administrative regulations on library undertakings many times. For example, in 1957, The State Council promulgated the National Plan for the Coordination of Books; in 1955, the Ministry of Culture issued the Measures on Collecting Samples of Books and Magazines and the Instructions on Strengthening and Improving the Work of Public Libraries. In 1955, the Ministry of Culture copied the Regulations of the All-China Federation of Trade Unions on the Work of Trade Union Libraries; in 1956, the Ministry of Higher Education issued the Trial Regulations of the People's Republic of China on University Libraries (Draft); in 1987, the Chinese Academy of Sciences issued the Interim Regulations of the Chinese Academy of Sciences on Library and Information Work. In 1981, the Ministry of Education issued the Regulations of the People's Republic of China on the Work of University Libraries (revised by the State Education Commission in 1987 and renamed the Regulations of Ordinary University Libraries), and in 1982 the Ministry of Culture issued the Regulations of Provincial (autonomous regions and municipalities) Library Work. From the above history, we can see that although China's legal construction has made great achievements, and there are more various systems and regulations, but as far as the university library cause and even the library cause in our country are concerned, there has not been a special formal library law since the founding of our country. We have repeatedly emphasized the establishment of university library law. Because the main role of library law is to ensure, supervise and regulate the development of library undertakings, including:

- to ensure the leadership of the state and government departments at all levels of library undertakings and the correct direction of library undertakings development. Ensure that the general public enjoy the right to use the library and supervise the library;
- ensure the social status of libraries and the funds, manpower, construction equipment and legitimate rights and interests necessary for the development of libraries.
- ensure the integrity of the library collection of national cultural heritage. Regulate the internal and external relations of libraries, promote the construction of library network, strengthen the unified management of libraries, ensure the normal order of libraries, and promote the development of libraries [21].

However, the present situation results in the lack of scientific standards and disorder in the planning and construction of libraries. The degree of networking and digitalization is far from that of developed countries [37]. At present, the phenomenon of "rule by man" in the management of university libraries in China is still relatively serious, but the "rule by law" is relatively weak. Personal factors of leadership play a very important role in library development. Therefore, some effective systems and laws are needed to safeguard and standardize, and scientific management is really used to replace personal will.

Since the library activities have been in need of organization and management, with the development of library management practice, the knowledge of library management has gradually accumulated, and the experience of library management has become more and more abundant. In 1983, Huang Zongzhong first published the article "Establishing and Developing the Science of Library Management in China", which preliminarily discussed some basic theoretical problems of library management, and then Yu Mingdi wrote the book "Outline of Library Management", which also discussed. Huang Zongzhong mentioned five methods in his book Library Management, which are the administrative methods of library management. The economic and legal methods of library management; The ideological and political work methods and incentive methods of library management. Library management consulting method, public relations method; Mathematical methods of library management and library statistics, library standardization. Among the five methods mentioned by Huang Zongzhong, at present,

most university libraries adopt administrative management methods, which take authority and obedience as the basic principles, and are the most important means to achieve library objectives and carry out library management functions. Although we say that this method has the advantages of mandatory, authoritative, vertical, concrete, timeliness and stability, it also has strong limitations. This management method belongs to "rule by man" rather than "rule by law", and its implementation effect is largely determined by the leadership level and management art of administrative subjective personnel. This method is not convenient for decentralization. Thus, it is not conducive to the enthusiasm of subordinate institutions and personnel. With the improvement of the management level, now each university library has begun to implement a certain assessment and incentive system. Here we quote the "two-factor theory" of incentive factor and health factor proposed by Herzberg in the United States. The health factors he refers to are needed to maintain a reasonable level of satisfaction, without which workers would be dissatisfied, but when they are present they do not constitute a strong incentive. Like health care, disease can be prevented but not cured. Herzberg's motivating factors include achievement, importance, promotion, the work itself, the possibility of personal development, responsibility, which meet the needs of personal development or self-realization of six factors. As mentioned above, since China's university management system has always been a highly centralized management system led by the government, under this system, each university library makes a large amount of use of the health factors mentioned by Herzberg, and the implementation of these measures can only make the library staff feel a certain degree of satisfaction. However, the use of less incentive factors makes it difficult to meet the needs of personal development and self-realization of libraries. In the work, the enthusiasm is not high, and the service level is low.

CHAPTER 2

THE INEVITABILITY OF UNIVERSITY LIBRARY MANAGEMENT INNOVATION

2.1 The external environment of university library

The concept of organization in management can be expressed as "a collection of people formed through division of labor and cooperation and different levels of authority and responsibility in order to achieve certain goals." University library is an organization which serves the teaching and research of university and is composed of different departments and personnel. Generally speaking, the external environment of the organization includes the macro environment of the organization and the industry environment. The macro environment of an organization refers to the main social forces that create opportunities or threats to the organization, including political and legal environment, economic environment, scientific and technological environment, social and cultural environment, etc. The organization industry environment is the space for the survival and development of the organization, and it is also the external environment that has the most direct impact on the organization's production and business activities.

As an organization, the external environment of university library has changed in recent years, mainly including the changes of economic environment, cultural environment, technical environment, industry environment and user needs. The detailed analysis is as follows :

In recent years, the international economic and social trend has changed, from the early 1990s, the United Nations Economic and Trade Organization clearly proposed the arrival of the "knowledge-based economy". "Knowledge economy" has become the mainstream of the 21st century economy. The so-called knowledge economy refers to a new type of economy based on the production, distribution, dissemination and use of knowledge and information, supported by intellectual resources, and supported by high-tech industry and knowledge business. Knowledge-based economy is based on the increasingly developed information industry. In the era of knowledge economy, knowledge has become an important factor of production and the most important source

of economic growth, and knowledge industry, which is composed of education, scientific research and information industry, has become the main industry. As the information center of teaching and research in colleges and universities, university library is the base of cultivating knowledge talents and the important pillar of scientific and technological innovation. It will play an increasingly important role in the society of knowledge economy. How to adapt to the requirements of the social environment of knowledge economy, make efforts to realize the digitization, networking, intelligence and diversification of information services, and actively promote the training of talents and scientific and technological innovation in colleges and universities is an important issue facing the library.

In addition, the shortage of funds faced by university libraries in recent two years is becoming more and more serious. In recent years, the price of literature resources has increased greatly, and the library community is faced with the serious difficulty of the shortage of funds for the purchase of literature. In the United States, according to the American Association of Research Libraries (ARL), between 1986 and 1997, the total expenditure of ARL libraries increased by half, but the total number of journals subscribed to increased by only 6%. According to the Blackwell Journal Price Index, between 1990 and 2000, academic journals in the social and humanities fields increased by 185.9%, while academic journals in the scientific and medical fields increased by 178.3% and 184.3%, respectively. On the other hand, libraries, the main consumers of academic journals, are facing slow growth or even cuts in funding. According to the most recent data from the American Association of Research Libraries (ARL), the cost of journals purchased by research libraries in the United States increased by 260 percent in 2003 compared to 1986, but the total number of journals subscribed to increased by only 14 percent. In China, although on the whole, China's economy has sustained, rapid and healthy development since 1979. From 1979 to 2006, China's GDP grew at an average annual rate of more than 7%, and its economic strength has greatly increased, but in the book market, the price of books has increased at an average annual rate of 30%, so the absolute purchasing power of libraries has declined. In addition, the slow growth of library funds in China's general colleges and universities makes the shortage of funds

more serious. For example, according to the Regulations of General University Libraries issued by the State Education Commission, the acquisition of literature resources should account for about 5% of the total educational expenditure of the whole school, while statistics show that in 1997, less than 1% of the many colleges and universities in Beijing could meet this standard. At the same time, for Chinese university libraries, after joining WTO, according to the copyright law, the prices of many core foreign periodicals and essential foreign periodicals will rise by 10-15 times, so the economic difficulties of Chinese university libraries are relatively serious. Due to the lack of funds, many libraries can only cancel the subscription of some journals, and the publishers, in order to ensure their own profits, keep raising the price of the journals purchased by the libraries, thus forming a vicious cycle of increase in the price of academic journals.

In short, the arrival of knowledge economy has greatly improved the status of university libraries, but the relative shortage of funds in university libraries also makes university libraries face more serious difficulties. University libraries need to find ways to improve the efficiency and benefit of fund use and better serve the knowledge economy society.

In recent years, the cultural environment faced by libraries has also changed, and published items in the cultural market have been rapidly donated. For example, in China, in 2014, there were 580 publishing houses, publishing 440,000 kinds of books annually. By 2020, there were 610 publishing houses, publishing 470,000 kinds of books annually. In 2024, there were 630 publishing houses, publishing 500,000 kinds of books nationwide. In 2014, there were 7,195 kinds of newspapers, 9,730 kinds in 2020, and 11,399 kinds in 2024. Digital resources such as network literature and electronic literature are also growing rapidly. According to statistics, the total number of network electronic journals has almost doubled every year since 2014. At present, there are more than 200,000 kinds of journals in the world, and many other CD-ROM documents, audio-visual products, teaching software, electronic books, image or CD-ROM databases, and online information resources are published and distributed [30]. At the same time of the prosperity of the cultural book market, the disorder and chaos of the market are also increasing. In China, the disorder of the publishing industry leads to the dispersion and

repetition of literature information. The distribution market is disorderly and chaotic, and the distributors include publishing houses, state-owned, collective, individual bookstores, government organizations, and individual authors. Book publishing and distribution are scattered. In the past, the three major bibliographic newspapers issued by Xinhua Bookstore to order books almost included all the country's published books, but now the three major bibliographic titles only account for about a quarter of the total number of published books. Publishing houses repeatedly focus on topics, compete with each other to grab "hot books" and "bestsellers", and the phenomenon of book content duplication is serious. In addition, the quality of publications is declining, and various fake and shoddy products appear from time to time. In China's "first national book quality inspection" in 1995, only 20% of books were found to be qualified.

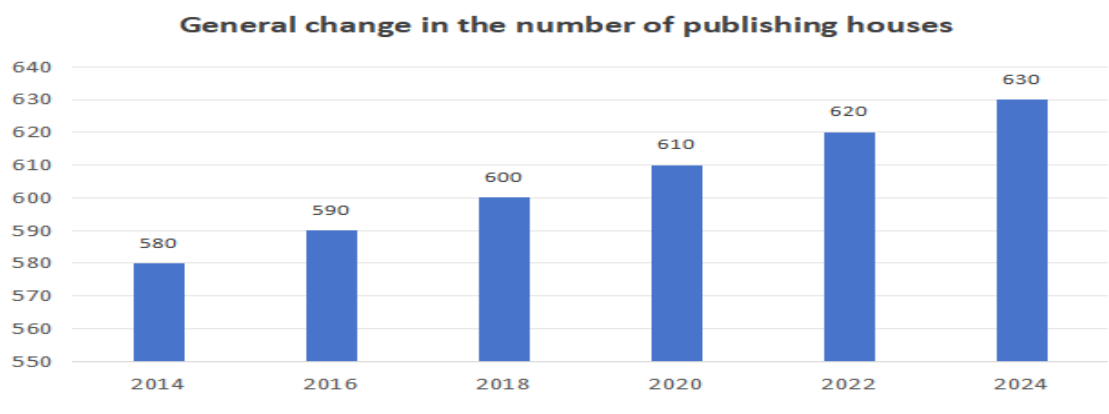


Figure 2.1. Changes in the number of publishing houses from 2014 to 2024

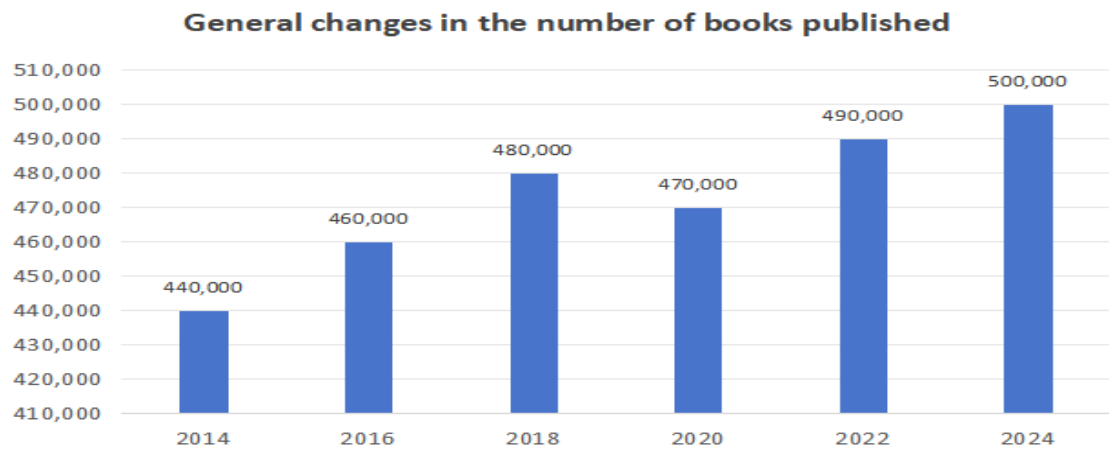


Figure 2.2. Changes in the number of books published from 2014 to 2024

Extracted from the website of General Administration of Press and Publication, PRC <http://www.gaDp.gov.cn/>, in Statistical data column.

With the increase of literature information, literature aging speed is accelerated. Human knowledge doubled every 50 years in the 19th century, every 10 years on average in the 1960s, every five years in the 1970s, every three years in the 1980s, and every year in the 1990s. 720 trillion messages appear worldwide, 5 million academic papers are published, 800-900 patents are issued every day, 20 inventions are made every hour and a book is published every second. The renewal period of science and technology is shortening, and the speed of knowledge aging is accelerating.

At the same time, there are many languages of literature, which forms reading obstacles for some information users. Fifty percent of the world's books are published in languages that scientists do not understand. For people in non-English speaking countries, Internet 90 percent of the information is in English. The literature languages required by information users also tend to be diversified.

In short, great changes have taken place in the cultural environment faced by university libraries. Libraries need to continuously improve work efficiency, efficiency and benefit, increase the variety, language and quantity of documents in their collections, adjust the structure of document resources, broaden the channels of document interview, improve the technical means of document information interview, and improve the quality and efficiency of document interview. To provide information users with higher quality and more levels of service.

Modern computer technology, network communication technology and mass storage technology have changed the means of collection work and the way of providing information resources in university libraries. The rapid development of digitalization, networking and information technology has greatly changed the way people store, transmit and use information. Technical terms such as integrated application software, databases, intranets and extranets, client servers, web portals, user rights allocation, and technology upgrades reflect this profound change. The 21st century is the network information age. Driven by modern high and new technology, the library collections are diversified, that is, the physical resources and the network virtual resources. The automation of business work, that is, the interview, cataloging, collection, circulation, statistics, consulting, information retrieval of university libraries. Novelty search and

other work is completed by computer; Information networking, that is, university libraries use the database of the collection of literature resources and the combination of communication technology, network technology, computer technology, to overcome the limitations of a single library of literature collection, in the sharing of information resources to realize the network.

The technical environment of library includes the standardization, standardization and centralization of basic business construction and the unification of network environment, hardware, software and technical support. In recent years, Chinese and foreign university libraries have built hardware environment, software environment and database with computerized, networked and digital technology to varying degrees. For example, Yantai Nanshan University Library actively promotes library automation and network construction, adopts large-scale library management system, and all internal office computers are networked. The use of self-help borrowing and returning machine to realize the reader borrowing and returning book self-help words, greatly provides the work efficiency, convenient for the majority of readers. The dozens of large databases introduced are all networked and open to readers 24 hours a day. It greatly satisfies the needs of readers [32].

In short, the application of computer technology, communication network technology and digital technology in the library has greatly changed the library's collection, working mode and service mode, and put forward new requirements for the knowledge and skills of library personnel. The library needs to increase the hardware, software systems and operators of electronic computers, requiring library staff to improve their professional and technical level, learn new technologies, and master new technologies.

Libraries belong to information institutions. In the information industry, libraries are facing more and more fierce competition from various information service enterprises and institutions. Due to the information technology revolution and the application of a series of high and new technologies with computer and communication network technology as the core, the channels and means for people to obtain information knowledge have been greatly developed. More and more institutions, organizations, such

as mass communication agencies, information consulting companies, and even individuals, have rushed into the field of information services, and quickly occupy the information market, forming a fierce competition situation. In addition, the emergence of sites that can analyze information reduces the need for individuals to consult librarians, who are information intermediaries [13]. One of the characteristics of the traditional library is its intermediation, the traditional librarian is the intermediary between the library users and a large number of collection of document resources. By providing direct access to information, networks such as the Internet pose a serious threat to the traditional role of librarians. Surrounded by powerful competitors, the traditional monopoly of libraries as providers of primary information is threatened.

In many countries, the university library is attached to the higher education industry, so the university is the external industry environment with the most precise connection with the university library. The principle, system, scale, level and benefit of running a school of higher education also determine and influence the development of university libraries [20]. At present, there are some new characteristics in China's higher education, such as: lifelong education, comprehensive education structure, diversification of education forms, popularization of modern higher education means, etc. Many higher institutions in China are facing joint schools, expanding enrollment, "becoming stronger and bigger". Therefore, in order to meet the development requirements of higher education, Chinese university libraries need to develop diversified collections, innovate management mode, change service concept, strengthen team construction and perfect equipment implementation and configuration. In the university library industry, interlibrary cooperation and resource sharing are strengthening. In 1999, the presidents of Peking University and Tsinghua University signed an agreement on cooperation in running a school, promising to jointly establish a library information base, introduce foreign databases, and expand inter-library loan and document delivery services. At present, CALIS, a higher education document guarantee system, has been established and achieved important cooperation results in China, and a three-level guarantee system of "national center -- regional center -- university library" has been established, which realizes public search, interlibrary loan, document delivery, coordinated procurement,

online cooperative cataloging, and electronic resource navigation under the network environment [10].

In short, the fierce competition in the information industry poses a threat to libraries, and the cooperation between university libraries brings opportunities for cooperation. In China, the development direction of higher education industrialization puts forward requirements for university libraries to adjust, strengthen and innovate, and Chinese university libraries should adapt to changes in the industry. Grasp the opportunity, meet the challenge, improve its own competitive ability.

The demand drives the service, the service ADAPTS to the demand, and constantly changes and develops as the demand changes. The efficient library is the document information center of the school. With the improvement of people's information needs and the wide application of modern network technology, the traditional passive operational services of libraries obviously no longer meet the information needs of readers, and need to provide in-depth information services. The user needs have the following changes:

For many years, the service objects of colleges and universities are mainly teachers and students. Teachers are divided into teaching assistants, lecturers, associate professors and professors. Students are divided into graduate students, undergraduates, junior college students. According to this division, the library should carry out targeted services. With the deepening of education reform, especially the expansion of college enrollment in recent years, the structure of campus readers has also changed accordingly. The increase in the number of doctoral students and postgraduates has become an important readership group, and there have been new readership groups such as remote students, study students and joint students. Undergraduates, junior college students and adult students form different levels of readers. Teachers take their work nature and scientific research ability as an important symbol of information needs. The party and government leaders and administrative personnel at all levels of the school have also formed a group of service objects with their own characteristics. The information needs of these readers present different needs.

For many years, due to the restriction of China's higher education system, the teaching content is less changed, and the information needs of readers are mainly concentrated in the scientific literature related to teaching and research, and the content is single and professional. With the advent of information economy and the implementation of quality-oriented education, readers now need to know not only the teaching and research information, but also the prospective information of the dynamic topic research of the development of disciplines. Many researchers also undertake research topics in various fields. In order to improve the quality of research, it is necessary to understand the dynamic development of disciplines and the trend of topic research. There is also an urgent need for information on thematic research. In addition, it also needs comprehensive information on education, economy and other aspects, covering various fields. In the carrier of demand information, the types of college readers' information were limited to monographs and periodicals in the past. Now the type of information needs of readers has changed, they need both publicly published books and non-publicly published information, such as conference literature, academic papers and internal materials. These documents can comprehensively reflect the situation and future development trend of scientific research process and economic information construction from different angles.

The needs of college readers, especially teachers, are mainly in teaching and scientific research. The information they need should be tightly focused on the characteristics of the major and have considerable depth in the content. In order to improve the research quality, they have a better understanding of the research status and development trend of the topic, and have a more profound demand for professional topics. As mentioned earlier in the article, the amount of information is growing at a rapid rate, doubling every 20 months on average. Although the amount of information is increasing dramatically, the core knowledge is not increasing, and the amount and types of information available to readers are increasing with the continuous progress of information technology. Facing the vast ocean of information, readers are more concerned about the value of information provided by libraries. Moreover, some users of university libraries have a considerable amount of information before they turn to the information

service, and they hope that the information service provider will strictly check, delete irrelevant information, and directly provide the most relevant facts or data.

The development of science and technology and the network environment stimulate the reader's information needs and produce the psychology of seeking new and fast. Due to the increasing number of scientific literature, literature aging is increasing. Scientific research continues to expand into related fields. The more interdisciplinary the disciplines become. Many subjects require a great deal of up-to-date information. Readers pay more attention to the novelty, timeliness and accuracy of the information mentioned above. Readers want to be able to quickly access key information needed to make decisions.

The huge information resources on the network, diversified search engines and efficient and efficient new electronic service interaction function, so that readers can directly enter the information inquiry system, and make full use of electronic forums, electronic announcements, E-mail, convenient access to a variety of information. Readers have changed from relying on the library to self-participating and self-serving self-service information acquisition.

In the face of users' information needs, readers' structure, psychology and concept changes. Chinese higher education libraries must respect and meet the needs of users for document information. Change the concept of "management" as the service in the past, establish the concept of "reader-oriented", change the way libraries provide services, and improve the quality and effect of library services.

2.2. Internal elements of university library

In 1957, Mr. Liu Guojun put forward the theory of five elements of a library, which believes that a library consists of five elements: readers, books, leaders and cadres, working methods, buildings and equipmen. In the past few years, the books (that is, the collection resources), the leaders and cadres and the working methods of the university library have undergone certain changes.

Library collection resources are the material basis of the library's existence. Libraries in different periods regard the construction of library collection resources as the most important work in the development of libraries [34]. At the same time, we should also see that the current information resources are not only diverse, but also huge, and a large number of different publishing forms of the same content exist. On the one hand, the emergence of new carrier documents such as electronic publications and network publications has not replaced the original printed, miniaturised and audio-visual documents. As mentioned earlier in the article, the number of traditional documents is increasing. On the other hand, the development of new carriers such as network information resources is showing a tendency to be the later. the information flow on the Internet is increasing at an annual rate of 341.163%, and the volume of electronic publications is also increasing greatly. Literature information of various types and carriers coexists and develops. It forms the pattern of future information diversification.

In the current information environment with diversified information resources, diversified reader needs and fierce competition. The library can not stick to the traditional collection construction mode. Ignoring the change of information resource structure, it is necessary to expand and extend the content of its collection construction. Based on its own function, the library still needs to collect and preserve the traditional literature comprehensively and have its own characteristic entity collection. At the same time, the extension of functions should be emphasized, and the network information resources and various new resources to be produced in the future should be included in the construction of library resources. The formation of traditional literature and online information resources organic combination, physical collection and virtual collection interdependent complementary complex collection resources system.

First of all, the way of interview has changed. In the library of Yantai Nanshan University, all interviews and interviews were conducted manually by the library staff. However, with the development of the library, we can now obtain documents through traditional collection and selection methods such as purchasing, exchanging, collecting, receiving gifts, accepting deployment and copying. You can also order documents through the online bookstore, and you can also use or download valuable information

through the Internet for free; The cataloguing work has changed from manual cataloguing to automatic cataloguing, and the inter-library cooperation in cataloguing work has been strengthened. Basically, it is no longer necessary to carry out complex cataloguing work, and only need to add the collection information of the library. The catalog is transformed from the original card catalog to the current electronic virtual catalog; The manual operation of borrowing is changed to the computer management mode of lending, returning, renewing, etc. Readers have changed from the original manual retrieval of information to today's electronic resource navigation. At present, the library has been equipped with computers, servers, set up the library LAN, and connected with the campus network and the external network. The work of university library has changed from manual to electronic, networked and automatic. Although the degree of change of different colleges and universities varies, the general trend of this change is irreversible.

The coming of knowledge economy has brought both opportunities and challenges to the development of library. At present, there is a shortage of high-quality management personnel in library, and the quality of all staff needs to be improved. At present, there are only a few three or five managers with MBA (Master of Business Administration) and MPA(Master of Public Administration) degrees in the library of Yantai Nanshan University, most of whom have college degrees. And due to historical reasons (such as the introduction of the doctor's family, other units did not compete for the appointment after forced to arrange the library), many personnel lack the quality of professional librarians and managers. It is difficult to bear the burden of knowledge management in the future, so the knowledge, ability and quality of librarians, as well as the overall structure of librarians are put forward higher requirements at present [39]. At the same time, the ideological concept of librarians has also changed, and librarians have placed greater expectations on library work, hoping that libraries can meet their different levels of material and spiritual needs. Then there is a certain degree of contradiction between the requirements of the library and the expectations of the librarians.

We need to re-examine and reflect on the origin and future of libraries, combine the environment and development trend of The Times, follow the trend, and have the courage to change. We must give up the repair of the old track, the old model and the old

state, and instead develop a new development model, including the thinking model, the construction model, the management model, the work model and the service model, and ensure that every step is in line with the strategic goal of long-term development. The most important thing is that we need to separate the form and management of libraries from the meaning of their existence. This is the main idea of our thinking to clarify, solve problems and change the development model, and is also the essence of our core value to always adhere to the library in the drastic change and transformation. The specific transformation of the current work of Yantai Nanshan University library is as follows:

Change the mode of thinking. As soon as information technology appeared, it began to change the development of libraries in two aspects. First of all, the management object is the digitization of document resources. The final management object of library will be digital resources [11]. The second is the digitization of management methods and service methods, through the information management system, and finally realize the comprehensive digitization of management and service means. Digitization is an irreversible development trend. Digitization and networking have reshaped the form of libraries and exerted a profound influence on them. We should base our thoughts and actions on a purely digital world, that is, from the "paper base" of the past to the "number base". This shift is not just a technical adjustment, but a fundamental transformation of our inherent thinking patterns. Only in this way can we always start from the new digital thinking and Internet thinking to examine the work of the library, and integrate the digital thinking and Internet thinking into every link of the library, in order to form a new value and interpretation system, and truly realize the transformation and upgrading of the library [9].

Change the organizational model. The physical form of the library is changeable, but this change will not affect the stability of the ideological library. Therefore, breaking the formal shell of the library, breaking through the physical boundary of the library and promoting the practical operation of the library service will not affect the social attributes of the library, let alone the core essence and core value of the library. This is also the philosophical basis for us to go beyond the physical form of libraries and build future learning centers. This change requires us to have a larger vision and pattern, to come out

from the closed independent kingdom of the library, and to break the library departmentalism and library centralism. We need to readjust our organizational structure according to the development, not only to improve the operational efficiency of libraries, but also to better adapt to the changing needs of the information age. By breaking down traditional organizational boundaries, we can respond more flexibly to changes in the external environment, better integrate resources, and enhance service capabilities. Only in this way can we realize the innovative development of library while maintaining the core value of library.

Change the construction model. We need to deal with all the work of the library at different levels, or outsourcing to professional service companies, or handing over to student associations or volunteers, with the aim of attracting different forces to participate in the construction of the library, so that they can continuously output services for the library. At the same time, we change our role to auditor, director, manager, researcher, decision maker, leader and advocate, so that every work of the library from micro to macro has professional librarians as "quality inspectors". On the basis of fully understanding and mastering library work, they need to raise questions rather than directly solve problems, propose plans rather than directly implement plans, and propose plans rather than directly implement plans. Their core responsibility is to study how to maximize the use of different types and levels of library construction participants through systematic thinking. The optimal construction mode with the highest benefit and the lowest cost is worked out. Through this transformation, we can make the construction of libraries more efficient and professional, and also help librarians to continuously improve their professional ability and management level under the new working mode.

Change the management model. In order to reduce personnel, reduce cost, improve efficiency and control entropy increase, we need to change the management mode of library, focus on the key points to do subtraction, do something, and prevent the disorderly growth of system complexity. By reducing meaningless work and research, the limited resources can be used for the development of the core business of the library, so as to reduce the complexity of the library to the maximum extent, and realize the modular and lightweight development of the library. This change of management mode means that we

should re-examine and optimize the existing work flow, reduce unnecessary posts and repetitive labor, reduce unnecessary approval links, eliminate those work that is not essential to the development of the core business of the library, and rationally allocate and deploy human resources by improving the work flow and management methods [8]. Focus your efforts and resources on the areas that best demonstrate the value of libraries.

Change the working mode. According to the business logic and functional characteristics of the new generation management system, the library should reorganize the links, processes, objectives and tasks of the business work, form a new working mode, working mechanism and working relationship, and make the work more efficient, flexible and transparent [33]. For example, the Internet access feature of the new system has changed the office mode of fixed time and fixed place in the past, and librarians can view data, solve problems and complete tasks anytime and anywhere through devices such as mobile phones, tablets and laptops. The mobility of the office also makes it easy for outsourcing companies to carry out remote cataloging work, thus increasing the flexibility of the working mechanism. In addition, the new system can digitize all relevant things and behaviors, and the library can tap the potential value of these data by using big data analysis technology. Through data analysis, we can more accurately understand the needs and behaviors of readers, so as to optimize resource allocation, improve service quality and improve work efficiency, and achieve data-driven business work mode [28].

Change the service model. The Internet and artificial intelligence are gradually replacing the library's functions in material access and reference, and the library and the Internet both compete and complement each other. Therefore, libraries need to properly deal with the relationship with the Internet, and make clear what they can and cannot do, what they should and should not do, what they need to do and what they do not need to do. These seemingly simple problems actually require deep understanding and the consensus of all employees to truly put into practice. Libraries should identify and remove those repetitive functions easily replaced by the Internet and artificial intelligence, and focus on developing differentiated services that are difficult to be replaced by the Internet and artificial intelligence according to their own advantages and readers' needs. For example, they can focus on providing high-quality offline learning Spaces, organizing

rich cultural activities, and carrying out in-depth research support. Thus forming a service model with its own unique value [38].

Only by adhering to the value and spirit of the library and constantly changing and transforming, can the library radiate new vitality and vitality in the new era, and then emerge and transform brilliantly to realize the magnificent turn of the university library.

2.3. The essence and characteristics of university library management innovation.

We mentioned the concept of management in Chapter 1. "Management is a process of coordinating and utilizing human, material, financial, social credit, time, information, social relations and other resources of an organization through planning, organizing, controlling, motivating and leading, so as to better achieve organizational goals." Management innovation refers to the process of managers using new ideas, new technologies and new methods to recombine existing resources of enterprises in order to promote the continuous improvement of comprehensive benefits of enterprise management systems. Using advanced and scientific management methods to innovate the management of university library can better reflect the function of modern university library to fully serve university research and teaching.

As an important part of colleges and universities, university library is also a part of the society. Its survival and development cannot be separated from the society, and it develops with the development of the society. Its structure and function must be recognized by the public, otherwise it will lose the value of existence. Therefore, the innovation of university library management should not only consider the application of modern information technology in library management, but also consider the change and development trend of readers' demand for library functions caused by the development of technology and the progress of The Times.

Requirements of external environment. In the information society, the amount of information is increasing rapidly and in various forms, and the traditional information service can no longer meet the needs of readers. In addition, the state puts forward the

goal of "double first-class" university construction, which not only requires universities to have first-class teaching level, but also requires universities to have first-class libraries. Therefore, the university library must reform and innovate to provide better information services to support the development of the university.

The internal environment needs. On the one hand, with the development of information technology, the library collection is no longer limited to paper books, but also increases a large number of electronic resources, which makes the library collection more abundant, but also brings challenges to management. On the other hand, the personnel structure of the library has also changed, in addition to the traditional editorial staff, but also increased a lot of information technology staff and consulting staff, all these changes require the library must reform and innovation.

An important feature of the development of modern society is the networking of information organization and the socialization of information services. Information activities including information technology and information services have become one of the key factors of social progress. The management innovation of university library is a process in which the library manager recombines the existing library resources with new ideas, new technologies and new methods to promote the continuous improvement of the comprehensive benefits of the library management system.

Therefore, the purpose of university library management innovation should be to fully understand the internal connection of library system structure and the operating rules of network environment system, accurately grasp the principle, principle and method of optimizing the overall control of library system, and the process of realizing its best control practice [29]. To achieve scientific library management, make the operating mechanism and function of the library keep in touch with the development of the society and the university, and better reflect the function of the modern university library to fully serve the scientific research and teaching of the university. The university library and the university to achieve mutual promotion Into the virtuous circle of relationship.

University library management innovation should meet the development needs of information technology

In the era of knowledge economy, information and knowledge will become important resources and wealth. As a gathering place for knowledge and information acquisition, processing, transmission, storage and use, the library's role is increasingly inseparable from the growing economy. It is accompanied by production, distribution, consumption and other links, and provides a large amount of information flow, so that the commercialization of knowledge, information commercialization degree greatly improved. Therefore, in today's rapid development of information technology, the traditional printed document carrier has begun to fail to meet the needs of the development of The Times, and the innovation of book collection structure will also coexist with the carrier of new multimedia information. The current closed single library lending method will become a thing of the past, replaced by a service management pattern of borrowing and reading. The innovation of library management should pay attention to the construction of "virtual collection" through the Internet and interlibrary loan, and the information exchange and cooperation between libraries are more frequent, and resource sharing is no longer a concept that stays in the interlibrary. The library will provide users with a steady stream of information with the advantages of large information storage, rapid transmission and easy retrieval, and create the best expansion environment for the management and development of informationization in the era of knowledge economy.

University library management innovation should meet the requirements of network management development (Appendix A).

With the rise of the Internet and the widespread popularization of computers, the conditions for human beings to enter the information age are becoming more and more mature. We know that the traditional large-scale production and marketing will be replaced by flexible and efficient information services, which requires the modernization of the means of transmitting knowledge and information, and the establishment of an efficient social information network is imperative. At present, the information highway has been formed in our country, and all kinds of information have been networked. At this time, if the library does not take the initiative to incorporate itself into the social information network, it will be eliminated by The Times, which is the biggest threat that the library is facing at present. Therefore, the management innovation of university library

should be oriented towards tapping the potential of existing literature information resources, meeting the needs of users by accelerating online data, and really improving the management level of university library in the era of knowledge economy by promoting network construction.

The management innovation of university libraries should meet the development needs of universities for knowledge innovation

A knowledge economy is an economy based on the creation, access, learning and use of knowledge." Therefore, in the era of knowledge economy, the role of university libraries in universities and society is particularly obvious. The development trend of knowledge economy has a profound impact on the status, function, image, knowledge information and economic value development of libraries. For this reason, the university library will also be established

As an important force of knowledge innovation, it has become an important intermediary of colleges and universities. It provides necessary and important information for knowledge innovation in colleges and universities. At the same time, we will communicate and promote the utilization of domestic and foreign technical resources and personnel training and management by the educational and industrial circles.

The way of information service and management innovation of university library. Innovation of service concept. The purpose of library existence is to provide service for readers, so the primary task of university library is to provide information service. In order to provide better service, university library needs innovative service concept. First of all, libraries should take readers as the center and meet the needs of readers as the primary task. Secondly, the library should establish an "open" concept, provide not only in-library services, but also remote services, and ensure the openness of services, that is, not only to provide services for the readers of the university, but also to provide services for the public. Finally, libraries should establish the concept of "dynamic", that is, constantly track the changes of readers' needs, and timely adjust the content and form of services.

Innovation of service model. The traditional library service mode is passive service, that is, only the readers come to the library, the library will provide services. In order to provide better service, the library must change the service mode, change from passive to

active, and actively provide service to the readers. Specifically, libraries can provide services to readers in a variety of ways. First, readers can be served through the traditional lending model. Secondly, services can be provided to readers in the form of lectures and reading clubs. Third, you can provide services to readers by establishing websites, blogs, wechat public accounts, etc. Finally, in order to better meet the needs of readers, libraries can also adopt the subject librarian system, that is, each librarian is specially responsible for a certain number of subjects, daily tracking the frontier trends of the subject, and timely providing services to the readers of the subject.

Innovation of service platform. In the information society, the service platform of library must be informationized. Therefore, the university library must innovate the service platform, which can be started from the following aspects. First, build a website. Website is the platform of information service, through the establishment of a website, you can display the library's collections and services. Second, build a digital platform. Digitization is the current trend of library development. By establishing digitization platform, more convenient services can be provided. Thirdly, the mobile service platform is established. With the popularization of smart phones today, by establishing a mobile service platform, readers can be served anytime and anywhere. Finally, in order to better meet the needs of readers, social media platforms and disciplinary service platforms can be established.

Innovation of service personnel. With the rapid development of information technology, library service personnel must have diversified knowledge structure. To be specific, we can start from the following aspects: select personnel with relevant professional background, and conduct regular training for librarians to constantly improve their professional level; Encourage librarians to learn by themselves to improve their knowledge level and service ability; In order to better meet the needs of readers, some experts and scholars with relevant backgrounds can also be introduced as subject librarians.

Problems that should be paid attention to in the innovation process of university library information service and management

Pay attention to reader feedback. Readers are the object of library service. Therefore, in the process of information service and management innovation in university libraries, attention must be paid to readers' feedback. Specifically, readers' evaluation of current services and new demands can be clarified through questionnaires and interviews. In addition, we can also set up suggestion boxes and message boards to allow readers to evaluate and make suggestions on library services. In this way, not only can the reader's needs and feedback be clearly identified, but also problems can be found and solved in a timely manner.

Strengthening technical support. With the rapid development of information technology, technical support is the basis of information service and management innovation in university libraries. Therefore, technical support must be strengthened in the process of innovation. First of all, to establish a strong technical team. Secondly, we should invest enough money to buy the necessary technical equipment. As the information resource center of the university, the university library shoulders the responsibility of providing information service for the teaching, scientific research and management of the university, and its information service level is directly related to the teaching quality, scientific research results and management efficiency of the university. In the information age, the amount of information shows an explosive growth, and the reader's demand for information is increasingly diversified. It is of great significance for the development of universities to strengthen technical support and improve the level of library information service [31].

Pay attention to the multiple challenges that have emerged:

1. Challenges brought by the explosive growth of information. In the information age, the amount of information is increasing explosively. How to select the valuable information from the massive information has become a big challenge for the library;

2. Challenges brought about by the diversity of readers' demands. With the continuous growth of readers' demands, readers' demands for information are becoming more and more diversified. How to meet the information needs of different groups of readers is another challenge for library services;

3. Challenges brought about by rapid technological update. With the rapid development of information technology, how to keep up with the pace of technological development and make use of new technologies to innovate library services and management is another challenge for librarians;

4. Challenges posed by limited resources. The resources of university library are limited. How to improve the efficiency and benefit of resources under the condition of limited resources is another important challenge for library service and management.

Strategies of information service and management innovation in university libraries. Building digital libraries. Digital library is the inevitable trend of The Times. Through the construction of digital library, the digital transformation and online utilization of collection resources can be realized, and the efficiency and quality of information service can be improved. At the same time, digital library can also provide data support for personalized service through data mining technology and finding readers' reading habits and needs. Establish a digital library platform to realize the digital transformation and online utilization of collection resources. At the same time, it will strengthen cooperation with external institutions to introduce more digital resources and enrich the library's collection [37].

Improving the quality of librarians. Librarians are the core force of library service. Through training and further study, the professional quality and information technology application ability of librarians are improved to provide a strong guarantee for improving service quality. At the same time, the establishment of incentive mechanism to stimulate librarians' work enthusiasm and innovation ability is also an important means to improve service quality. For example, setting up excellent staff awards, providing promotion opportunities and other ways to motivate employees to continuously improve their service level and professional quality.

Develop personalized services. According to the information needs of different reader groups, to carry out personalized services. For example, for teachers to provide teaching reference books, research papers and other materials services, for students to provide study counseling, employment counseling and other care services. Through personalized service, readers' satisfaction and loyalty to the library can be improved.

Establish reader archives, record readers' reading habits and needs, and recommend corresponding books and materials according to readers' needs. At the same time, we carry out customized information push services to regularly push relevant academic news and information to readers.

We will strengthen resource integration and sharing. Under the condition of limited resources, strengthening the integration and sharing of resources is an important means to improve the service level of libraries. Through the establishment of resource sharing platform, the resource sharing and collaborative service between different university libraries can be realized, and the utilization efficiency and benefit of resources can be improved. Establish resource sharing cooperative relations with other university libraries, jointly develop digital resources, and realize resource sharing and collaborative services. At the same time, join the national resource sharing platform to obtain more shared resources and services.

Building a professional Web. The Library World Wide Web, also known as digital library or Virtual library, is a web-based library service platform. It uses Internet technology to digitize, network and intelligentize library resources and services, so that readers can access library resources and services anytime and anywhere through browsers or mobile devices. The basic structure of library Web consists of three levels: resource layer, service layer and technical proprietary layer, resource layer is mainly the library digital resources, including electronic books, electronic journals, databases, audio and video, etc. The service layer is a variety of online services provided by the library, such as inquiry and borrowing, reference, subject services, mobile reading, etc. The technical support layer is the technical support system to ensure the normal operation of the library Web, including server, network, software system and so on. Library Web is an important application of the Internet, which combines traditional library resources and services with network technology to provide users with more convenient and rich information acquisition experience. Below are some of the main features of the library Web and corresponding examples.

Abundance of resources. Library World Wide Web collects library resources from all over the world, including books, periodicals, newspapers, papers, multimedia

materials, etc. Users can access these resources through the network, regardless of geographical restrictions, for example, the Library of Congress website provides a huge digital resource library, users can easily retrieve precious historical documents, academic materials and so on.

Convenient retrieval function. Library Web is usually equipped with powerful search tools, users can enter keywords, author, title and other information, quickly find the resources you need. For example, the website of the National Library of China provides a simple and easy-to-use search interface that allows users to perform precise searches through multiple search fields, as well as to make use of advanced search functions for more complex queries.

Cross-database retrieval and resource sharing. Library Web can realize cross-library search and resource sharing among different libraries. This means that users can search the collections of multiple libraries on one platform at the same time, improving the efficiency of resource utilization. For example, OCLC's WorldCat platform is a federated catalog system that connects thousands of libraries around the world, allowing users to search multiple library collections in one place and obtain detailed information about resources.

Digital resources and multimedia support. Library Web not only provides traditional text resources, but also provides a large number of digital resources and multimedia materials, such as e-books, electronic journals, audio, video and so on. For example, the website of the New York Public Library provides a large number of digital resources, including e-books, historical photographs, audio materials, etc., which users can access at any time through the Web.

CHAPTER 3

THE DIRECTION AND MEASURES OF UNIVERSITY LIBRARY MANAGEMENT INNOVATION

3.1. Conceptual and strategic innovations in the university library

Management is a dynamic and innovative process. Only continuous innovation can make university library adapt to the requirements of universities, develop and progress continuously. In the 1930s, Donald Coney introduced modern management theory into library management, which promoted the rapid development of libraries in a long period of time. Today, the traditional library management theory can no longer meet the increasingly diversified information needs of teachers and students in university libraries, and many university libraries begin to try and implement innovation in all aspects of management.

As mentioned above, management innovation refers to the process of managers using new ideas, new technologies and new methods to recombine existing resources of enterprises in order to promote the continuous improvement of comprehensive benefits of enterprise management system. Using advanced and scientific management methods to innovate the management of university library can better reflect the function of modern university library to fully serve university research and teaching. The direction of university library management innovation is firstly the innovation of ideas, the innovation of library management strategy, and then the innovation of management system and the innovation of management culture.

The importance of innovation in management concepts and concepts. The innovation of management ideas and concepts is the premise of all management innovation activities. The change of human social structure, the improvement of civilized forms of relations between people, the continuous emergence of endless material wealth and spiritual wealth, etc., should first look for the root cause from human concepts and concept innovation, especially the innovative concept of managers is particularly important. Influenced by the traditional concept of "library collection" for a long time,

Chinese university libraries have been paying more attention to storage than to use, books than to people, and interior rather than exterior. These traditional concepts have seriously constrained the development of university libraries. Thought commands people's behavior. If the library wants to survive, develop and innovate, it must first renew the idea. Only in order to meet the needs of knowledge innovation and future library development.

The concept of library management should be changed first. In an era of rapid structural change and rapid development. An excellent library manager must establish a sense of innovation, not be old-fashioned, have the courage to break through old traditions, formulate correct development strategies and management models according to the objective laws of the library's own development and the needs of libraries in colleges and universities in the era of knowledge economy, and have the courage to reform and be good at reform for the unadaptable management mechanism, and must constantly learn and improve. In the process of continuous reform will bring real innovation, so that university libraries to a qualitative leap.

The principle of innovation of management concepts and concepts. The innovation of management ideas is to renew the outdated management ideas and replace the traditional with new management ideas. To realize the innovation of management ideas, we need to pay attention to several principles.

System principle: that is, the work of the whole library is regarded as an interrelated and complementary organic whole. Management is actually a process to achieve the goal, the system principle is to set the goal around this, rationally allocate the library system of people, money and things, make the library system healthy and coordinated operation, exert its maximum efficiency, in order to achieve the expected goal.

The principle of development: that is, management ideas should develop and change with the development of The Times, and adapt to the requirements of the external environment with The Times. With the progress of the society, the library should change the traditional closed concept and establish an all-round open concept in time, space, service content and service mode. The thought of traditional experience management ADAPTS to The Times of traditional management and plays a positive role. However, in

the era of knowledge economy, relying on experience management can not give full play to the effectiveness of management, and it can even be said that the traditional management thought is the shackle of the development of modern libraries [26]. Therefore, the management thought should change with the changes of the external environment, and it is necessary to continuously study the new situation and sum up the new experience, so as to obtain the new management thought adapted to the external environment.

The principle of information: that is, constantly absorb new situations and new content to enrich the ideological connotation. We should pay attention to new information, constantly grasp new information and absorb it for our own use. We should abandon the traditional closed-door thought, actively communicate with the outside world, and gradually integrate the library into the social life.

The principle of benefit: that is, pay attention to the organic combination of social benefits and economic benefits. Under the planned economy system, the thought of "waiting, relying and wanting" in library is serious. Under the market economy system, the unification of social benefit and economic benefit is an urgent problem for library to solve. The ultimate goal of management thought innovation is to improve management efficiency and obtain the unity of the two benefits.

Competition principle: Competition is the product of market economy. In the socialist market economy system, competition is reflected in all aspects of society, and "survival of the fittest" is also applicable to libraries. If there is no sense of competition in management, it is difficult to survive and develop in the environment of market economic system

In recent years, more and more university libraries begin to pay attention to the formulation and planning of strategies. Strategy refers to the decisions made about the future direction of an organization and the implementation of those decisions. It defines the mission of the agency, sets guidelines to guide the objectives set by the agency and the implementation of the strategy, establishes long-term and short-term objectives for achieving the mission of the agency, and then determines the direction of action based on the objectives set. The strategic management of university library is a series of strategic

planning and activities related to the overall situation of library in order to adapt to the changes of external environment, make it develop in a long-term, stable and healthy way, and realize the established strategic goals. The strategic thought was introduced into the library field by the American scholar Ansoff in 1972. The strategy of the university library in our country has evolved into a simple goal formulation, but the implementation and control of the strategy are often ignored. So we propose to carry out strategic innovation. It mainly focuses on high-tech development strategy, flexible strategy and strategic logic innovation.

In the industrialization stage, libraries mainly rely on traditional services to meet the requirements of university readers. The library collection has become a very important index to measure the level of the library, thus forming the idea that the library pays more attention to the collection and less attention to the use of books. In the era of knowledge economy, university libraries belong to information institutions. In the information industry, libraries are facing more and more fierce competition from various information service enterprises and institutions. Due to the information technology revolution and the application of a series of high and new technologies with computer and communication network technology as the core, the channels and means for people to obtain information knowledge have been greatly developed. The emergence of more institutions, organizations and information consulting companies can meet the information needs of readers, which has formed a strong threat to university libraries and reduced the dependence on traditional university libraries. Networks such as the Internet have challenged the traditional role of librarians by providing direct access to information. At the same time, the change of the above environment will bring many development opportunities. Strategic management emphasizes assessing the situation, overall planning, long-term planning, and actively meeting future challenges. University libraries should take high-tech development as an important factor in strategy formulation and planning.

The so-called strategic logic refers to what kind of logical thinking is used to think when designing a strategy. One of the main reasons why university libraries can keep up with the changes of external and internal environment and meet the requirements of

different readers is that library managers have an innovative strategic logic thinking. They can use different logic to design strategies according to the external environment of the university library and the library's own development characteristics. Managers should be good at identifying the current strategic logic of the enterprise, dare to challenge it, and be able to calm down to carefully consider the assumptions made about the industry before the development of strategy, as well as the strategic focus of the enterprise. When developing a strategy, ask (1) What elements of the industry should be eliminated? (2) Which elements are more valuable when they are below industry standards? (3) Which elements are more effective when they are above the industry label? (4) What elements have not been provided by the industry and now need to be added? By asking these four questions, managers can find the inadequacies or errors of the current strategic logic, and at the same time improve to achieve innovation. The pursuit of strategic innovation is to keep a new way of thinking at all times, design a new strategy under the new way of thinking, so that the library can quickly adapt to the changes of the environment, and provide efficient products to readers with the best service at all times to meet their needs.

Table 4.1. Shows a comparison between strategic innovation logic and traditional logic.

Five elements of a strategy	classical logic	Innovation logic
Industry assumptions	Conditions of the industry are given	Conditions of the industry are plastic
The focus of strategy	To consolidate the self-advantage, the day is to provide good service, and is in the lead in the industry.	Maintaining the leading position is not the basis point, in the process of increasing the value of the library in the eyes of readers.
reader	Maintain and expand the service audience- -readers	Maintain and expand the service audience- -readers
Collection and equipment	Maintain and expand the service audience- -readers	Instead of being limited by existing collections and equipment, ask yourself: what if rebuilt?
Services and personnel provided	The traditional boundaries of the industry laid the library to provide services, the goal is to meet the needs of readers as much as possible.	Service as requested by the reader, even if the requirements transcends the traditional boundaries of the industry.

From Hao Yanhui. Zhang Xuemin. Management innovation Reform in the era of knowledge economy [J]. Hebei University of Technology, 1999, 28(3): 98-102

The principle of strategic innovation. The principle of advanced nature, located in colleges and universities, belongs to the service industry. In the face of competition in the industry, a college library can only survive if it reaches the average level of the society and can only develop if it exceeds the average level in meeting the information needs of users. In other words, the threshold is the average level, not its own original level. After the implementation of strategic management, the library will face the problem of being eliminated as long as it does not reach the average level, even though it has made great progress in meeting the service requirements of users. At the same time, due to competition, the average level is constantly evolving. So the goal of library strategic management must include more advanced content than the average level.

The principle of environmental adaptation, successful library strategic management attaches importance to the interactive relationship between the library and its external environment, the purpose is to enable the library to adapt to, use and even influence the changes of the environment. The library should be monitored at any time and the whole process management principle, library strategic management to succeed, must be the development of strategy, implementation, inspection, improvement, that is, management management usually referred to as PDCA as a complete process to manage to ignore one of the stages is impossible to obtain effective strategic management. In particular, the best strategic plan is meaningless if it cannot be implemented or not implemented; Strategic management needs practice to test, if there is no realistic inspection and evaluation, it is impossible to find the problems in strategic management, wrong strategic management not only can not solve the problem of survival and development. And it is very harmful: finding problems alone or criticizing them alone does not solve them; new and effective countermeasures must also be proposed. In short, only the implementation of the whole process management can achieve the expected spiraling effect.

According to the principle of overall optimization, the successful strategic management of the library is to manage the library as an inseparable whole, with the aim of improving the overall optimization degree of the library. It coordinates the activities of various departments and units through the formulation of library aims, objectives, priorities and strategies to form synergy. Special attention should be paid to the fact that

this optimization should be active and dynamic. In the face of the backwardness of a certain key department of the library, we should not simply ask other departments to adjust according to its low level, but should actively seek the restructuring of resources in order to achieve a higher level of overall optimization.

According to the principle of full participation, library strategic management requires not only the decision of the senior management of the library, but also the participation and support of all librarians. To be more precise, the analysis and decision making process of library strategy is mainly the work and responsibility of senior managers, and this kind of analysis and decision can not be separated from the information input of middle and lower managers and the reasonable suggestions of grass-roots librarians: once the library strategic objectives are determined, the implementation of the strategy depends on the understanding, support and wholeheart input of all librarians to a considerable extent.

The purpose of implementing strategic management in libraries is to seek development, stability and healthy development, and the time span of strategic planning is generally more than five years. The implementation of the overall strategic plan usually includes a series of short and medium term action plans, which make the library strategy concrete and operational in action. However, its implementation process can not be smooth sailing, and the wind and wind of the environment often affect the strategic deployment of libraries. Therefore, only continuous tracking and feedback can ensure the adaptability of library strategy. In a sense, the evaluation control of the current library strategic management is the beginning of a new round of library strategic management.

3.2. Innovations in the organizational mechanism and culture of the university library

Organizational innovation is an important part of library innovation system. The traditional pyramidal bureaucratic hierarchy structure of the library is mechanical, rigid and permanent, which cannot adapt to the changing requirements of technology and management. The library organization in the network information environment is a

dynamic alliance. Therefore, the organizational behavior of the library can reflect the vitality of the library and effectively solve the contradiction between decentralization and centralization. The organizational structure is evolving in the direction of flatness, virtualization and networking [40].

The restructuring of library structure should be carried out according to certain steps. Firstly, the division of labor should be determined according to the function of university library at the present stage. Then we should re-divide the departments, merge some departments with similar functions and close ties, and set up new departments according to the new business; Secondly, the relationship of authority and the degree of authorization should be solved. It is also necessary to design appropriate channels of communication and negotiation between personnel; Finally, according to the information communication, technical characteristics, management strategy, management system, organizational scale and environmental changes, the appropriate organizational structure is selected.

The author believes that information technology and computer network backspread make knowledge shared between managers and workers, the organizational hierarchy of colleges and universities is no longer limited by the management range, and the criss-cross channels have created a brand new organizational structure - the flattened organizational structure, namely the matrix organizational structure. According to the characteristics of different departments, the work of interviewing, cataloguing, storing, circulating and reading of different documents should be completed by university libraries. Horizontal integration of business and functional departments: at the same time, according to the necessity of cooperation between departments, different project teams are set up vertically according to work tasks. Expand information services in the form of projects. This combination of vertical and horizontal two series formed matrix organizational structure. The Crisscrosses represent specific executives who maintain organizational or operational ties with their original departments and refer to the work of project teams. The project team can set up long-term project team according to the characteristics of the work flow of different document carriers, and can also set up temporary project team according to special tasks. The project team leader is selected by

the director and is responsible for the whole process of the project. The required professional staff are selected by the director and the team leader from various departments.

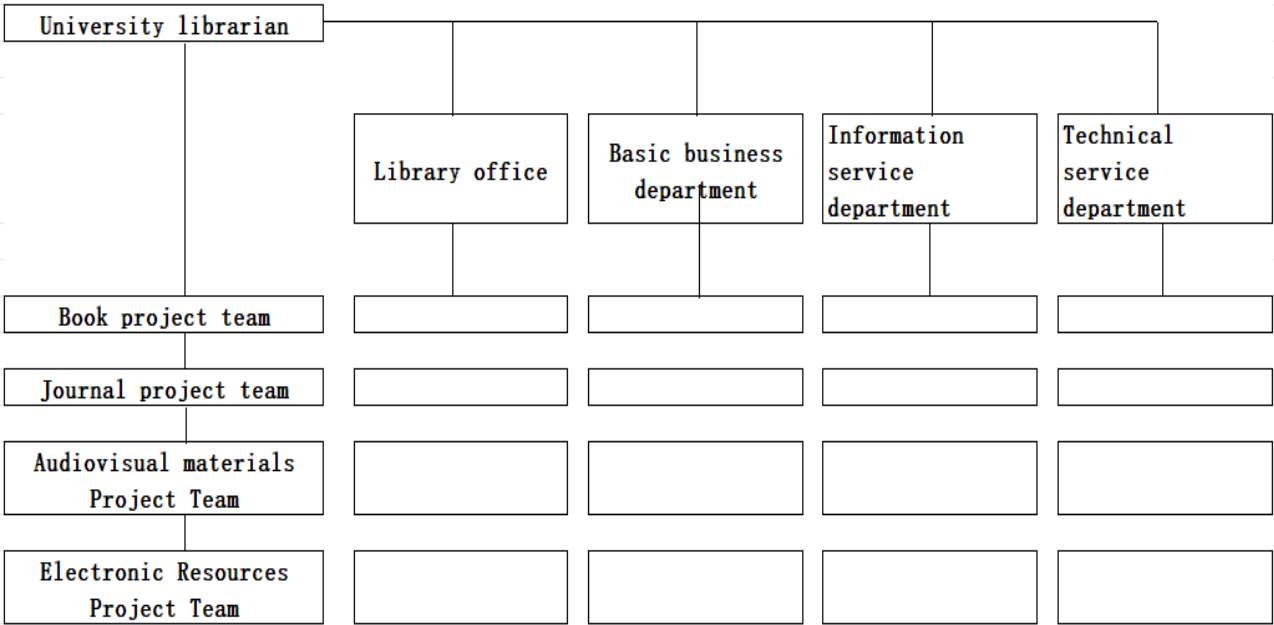


Figure 3.2. Organization chart

The implementation of university library organization alliance. Due to the limitation of funds, it is impossible for a university library to collect all the tangible and intangible document resources. In order to make better and reasonable use of existing resources, it is advocated to form an organizational alliance among universities. Existing universities in many areas have been in practice, such as Yantai Nanshan University and Yantai University, Ludong University, Shandong Industrial and Commercial University has formed an alliance. Students of the four schools can interlibrary loan in the four school libraries and share some of the school's network resources. Moreover, Yantai Nanshan University Library has also joined the China Academic Library & Information System (CALIS), but the author thinks that this kind of alliance is too superficial in the implementation process. It has not really achieved the goal of the organization alliance, highlighting the advantages of the organization alliance. The purpose of the organization alliance is to combine the strengths of each organization in order to seize the opportunity to reduce costs, reduce risks, and optimize the entire value chain of library organizations.

In order to respond to changes in the external environment, we can make quick decisions and timely actions. For example, in the procurement work, the organization alliance can make unified planning and reasonable procurement arrangements according to the discipline priorities of various universities. For the purchase of traditional documents, it can form scale effects or avoid repeated purchases through unified planning. For the procurement of digital resources, network technology can be used to form a LAN of the organization alliance, so as to achieve the sharing of digital resources and database resources, which greatly saves costs.

In the course of implementation, the organization alliance is influenced by the current system and organizational structure of Chinese university library, so to form an efficient and real organization alliance, we should first innovate the system and organizational structure of our university library.

Library organizational culture comes from the application of organizational culture theory in library management. It reflects and represents the esprit de corps, code of conduct and shared values that influence and govern the organization. Since the 20th century, the traditional library has been undergoing constant changes. The influence of the new technological environment on the library is more comprehensive, and the working mode, service mode, organization form, collection development, personnel role and operation mode of the library have been strongly impacted. Therefore, the organizational culture of library is also in the process of adjustment and change.

Establish a team culture. The library organizational culture under the network technology environment must be good at absorbing other cultural qualities in order to construct reasonable and excellent culture. Team culture is an important content that must be emphasized in modern organization spirit. As mentioned in the previous section, in the past, the values of library organizations were restricted by the traditional pyramidal structure, which formed a culture in which leadership authority came first and functional departments only cared about their own affairs and did not cooperate and unite with each other. This organizational culture had great destructive force on libraries, and was troubled by this hierarchical culture. It inevitably leads to lack of simplification, inflexibility, unfairness, lack of creativity, low morale, and no support from readers.

With the disadvantages of the pyramid structure of libraries, we mentioned in the previous section that organizational innovation should be carried out to develop in the direction of flatness and flexibility, and team has gradually become the organizational basis of libraries. The reconstruction of organizational structure should be accompanied by the reconstruction of organizational culture, otherwise it cannot be guaranteed that the staff at all levels of the library can practice it.

Team culture includes the following:

1. Having a common strategy and goal. Team members clearly understand and identify with the organization's common strategy and goals, identify with the organization's values, and are willing to contribute to them.

2. Mutual trust and respect. Team members complement each other's skills and work together to achieve organizational goals. Members form an atmosphere of mutual trust and mutual learning. Everyone takes responsibility and enjoys the right to personal development.

3. Good atmosphere for knowledge sharing. The team advocates an open and honest communication atmosphere, smooth information channels and knowledge sharing among members.

4. Self-management. Team work is fully trusted and respected by the leader, the team is self-management-oriented, more democratic in decision-making, and involves partners. Pay attention to the play of personal ability.

Library building team culture is not an overnight thing. Since the original organizational culture has enough stability, it will be hindered by the traditional old culture when it comes to any change. It requires librarians to work hard for a long time to gradually form.

Advocate learning organizations. In 1990, Peter Senge, a professor at Massachusetts Institute of Technology and a famous management scientist, published the book "The Fifth Discipline - The Art and Practicability of Learning Organization", which set off the upsurge of organizational learning and the establishment of learning organization. In the United States, some large enterprises such as Ford Motor and General Electric are actively establishing learning organization. With China's entry into WTO, our

country is in the pattern of global economic integration. To survive the competition. China's major enterprises are also actively establishing learning organizations. Learning organization has become a necessary condition for enterprises to do a good job in knowledge management and improve competitiveness. How to effectively stimulate organizational innovation and create a successful learning organization has become the two major themes of modern management. Driven by the global craze for learning organizations, the idea of creating a "learning society" has been put forward. In China, Shanghai, Dalian and Kunming have successively proposed to build these cities into learning cities. Library as a social cultural and educational institution. In the face of this opportunity and the challenge of WTO entry. It is necessary to seize this opportunity, change the traditional management idea, and create a learning organization to improve the competitiveness of the library [18].

Learning organization and characteristics

What is a learning organization? There are mainly the following points of view :

- senge (1990) believes that the learning organization is: in this organization. You can't not learn. Because study has completely become an integral part of life;
- a learning organization is a collection or group of people who can continuously enhance their creativity. The learning organization is an organization with its own philosophy. It has its own set of approaches to anticipate responses and responses to change, complexity and uncertainty;
- a learning organization is a team that can adapt to new information requirements by changing the way it plans and evaluates information;
- the learning organization refers to the organization based on information and knowledge, which implements management by objectives. Members are capable of self-learning, self-development and self-control. To sum it up. Learning organization refers to an organic, highly flexible, flat, in line with human nature and sustainable development organization established by cultivating the learning atmosphere pervade the whole organization and giving full play to the creative thinking ability of employees. This kind of organization has the ability to learn continuously and has an overall performance that is higher than the sum of individual performances.

The members of the organization have a common desire. The common desire of the organization comes from the individual desire of the employee, but it is higher than the individual desire. It is the common desire of all employees in the organization, it is their common ideal. It can enhance the cohesion of employees and move towards the common goals of the organization. Good at continuous learning. This is the essential characteristic of the learning organization. The so-called "good at continuous learning" has four main meanings: First, it emphasizes "lifelong learning", that is, members of the organization can develop the habit of lifelong learning, in order to form a good organizational learning atmosphere. Motivate its members to learn on the job. The second is to emphasize "all learning". That is, the decision-making level, management level and operation level of the enterprise organization should devote themselves to learning. Especially the management decision-making level. They are the important class that decides the direction and fate of the enterprise, so they need to learn more. The third is to emphasize "whole process learning", that is, learning must be carried out in the whole process of the operation of the organization system. Fourth, emphasize "group learning". That is, not only pay attention to personal learning and personal intelligence development. More emphasis is placed on cooperative learning and the development of group intelligence. By maintaining the ability to learn, the learning organization removes the obstacles in the way of development in time. Constantly pushing the limits of organizational growth to maintain a sustainable development trend is conducive to employee interaction, communication and knowledge sharing. The learning organization strives to form a relaxed atmosphere suitable for employees to learn and communicate, so as to facilitate communication and knowledge sharing among employees.

Flat structure with "place first". The traditional enterprise organization structure is usually pyramidal, while the learning organization structure is flat [25]. There are very few layers between the top decision level and the bottom operational level, and it moves the decision power to the lower level of the organizational structure as far as possible. Give the lowest level units full autonomy and accountability for the results produced, resulting in a flat organizational structure that is "local first."

The new role of leader. In a learning organization, the leader is a designer and a teacher, and the design work of the leader is a process of integrating the elements of the organization. He not only designs the structure of the organization, policies and strategies of the organization, but more importantly, designs strategies for the development of the organization.

In order to provide better service for scientific research and teaching, university libraries should cultivate systematic thinking through establishing learning organization. Constantly surpass oneself. Constantly improve the mental model, actively participate in organizational learning. Librarians who are able to develop under the common aspiration. Base all librarians on common aspirations. With enhanced learning as the core, "learning + motivation" as the driving force and team learning as the feature, not only make every librarian work hard and study, but also pay more attention to make people work and study smarter. Strive to achieve self-transcendence and continuous innovation.

Create a learning organization in a highly competitive and dynamic environment. So as to obtain the whole library, long-term sustainable development.

Cultivate a "people-oriented" culture. The existence of libraries is to satisfy people, and the existence of university libraries is to meet the objective needs of readers for knowledge and information, which is the fundamental reason for the existence and development of high and low level libraries. The reason why university libraries can exist depends on the continuous pursuit and struggle of librarians for their career. Therefore, "people" is always the power and fulcrum of the existence and play of the library. The library establishes the value of "people-oriented". The implementation of the "people-oriented" management model depends on the support of library culture. A library with a common value orientation can show the deepest care for its administrators and readers. While making full use of their own development and realizing value, the management staff will be more faithful to the collective cause and future development of the library. While the readers get the good service of the library, they will further strengthen the sense of identity and loyalty to the library, and the library will get a better public image [19]. The "reader satisfaction" here is the concrete embodiment of "people-oriented" and the driving force for the development of university libraries. Therefore, in the various service

activities of the library, we should really establish the reader-oriented concept, so that readers can use and obtain various documents and information fairly, just, free and convenient, and enjoy various services equally, and truly reflect the purpose of "library is a place that everyone can use". We know that the work object of the library is the document information, the service object is the reader, and the reader is the subject. In other words, readers are an important component of the library, and reader service is the fundamental basis for the existence and development of the library. Indian library scientist Ranganathan once put forward "Five laws of library science", the first four of which are all around the "reader service" of the library, which fully embodies the "reader-centered" service concept and humanistic care. Therefore, in the process of providing services, the university library is to think more about the reader's thoughts and provide more convenience for the reader through this service concept, and reflect the "love" in the reading environment, opening hours, borrowing methods, bookshelf Settings, information products and other aspects [25].

"People-oriented" should also be reflected in the care and management of librarians, especially committed to building a good working and learning atmosphere in line with the common development of organizations and individuals, so that librarians can feel respected and reflect their own value, so that they can work consciously and realize their aspirations in the process of completing library goals.

3.3. Innovative library service and marketing management concept

The innovation of university library service mainly includes the innovation of the internal operation mode of the library, the optimization of the overall management mechanism of the library, and the strengthening of the training of library staff. It is expected that under the background of artificial intelligence era, colleges and universities should actively improve various services of libraries, so that university libraries can better serve the society and the people, and highlight the social service value of university libraries.

From the analysis of the overall layout of colleges and universities, libraries are an important part of colleges and universities. For students, university library is a rich and free learning space with abundant literature resources, good reading environment and intelligent learning equipment. In the new era, with the continuous development of artificial intelligence technology, university libraries are more and more advanced and perfect, and building intelligent multi-functional libraries has become the development trend of university libraries. As an intelligent multi-functional library, the service concept of university library is also changing. University library can not only serve the majority of teachers and students, but also serve all walks of life gradually towards society and integrate into the daily life of contemporary people. Exploring how to open the university library to the society is conducive to improving the utilization rate of the university library and further expanding the service scope of the university library.

The university library is fully open to the society, which can produce many positive effects. First of all, in terms of resources, high-quality literature resources can be shared. Secondly, academically, it can promote academic exchanges between different regions and different industries. Finally, in terms of social influence, the influence of colleges and universities can be further expanded.

Open to the society, university libraries can break through the restrictions and share high-quality literature resources. For example, university libraries can issue a certain number of "borrowing cards" to allow off-campus people to borrow, and support off-campus people to participate in library activities, so as to promote the communication and interaction between the campus and off-campus people, so that the library's literature resources can truly circulate the social impact. Colleges and universities can also appropriately adjust the authority, open the "library website", allowing people outside the school to log in, visit, freely browse a variety of literature resources, and online borrowing, online comments, online forwarding. With the addition of people outside the university, the activity of university library website will gradually increase. Such a development trend is conducive to creating a good online reading atmosphere, creating a harmonious online reading position, and cultivating the public's interest in reading.

Expanding the social opening degree of university library can promote academic exchange better. On the one hand, student-led academic research needs not only the initiative and creativity of the student group, but also the help and support of various forces. Colleges and universities actively promote the opening of libraries to the outside world, which can further absorb diverse viewpoints and information, call on students to listen to different voices and obtain different information, and provide support for the smooth development of their academic research. On the other hand, in the development process of colleges and universities, the academic research work of teachers is particularly important, which is not only related to discipline construction, but also related to academic research. It is also about talent cultivation. With the gradual opening of university libraries, the communication and interaction among scholars across regions have been promoted, and teachers can take this opportunity to reflect on the process and details, deepen academic research work, and accelerate the process of academic research.

Based on the new era, strengthening the openness of libraries to the outside world is conducive to attracting people outside the school and further expanding the regional influence of universities. For example, after university libraries are gradually opened to the outside world, people outside the university have more opportunities to "walk in", including literature resources, student associations, training bases, party history activities, campus culture, etc. Through these opportunities, people outside the university can observe the campus environment, experience campus life, and have a comprehensive understanding of colleges and universities. Experience the humanistic spirit and historical culture of colleges and universities. In this process, university library plays a role of publicity and promotion as a media. In addition, after the opening of university libraries to the outside world, all walks of life can pay close attention to the development of universities, and the cooperation between schools and enterprises can also increase. For example, with the library as the core and cooperation as the principle, we regularly carry out a variety of school-enterprise cooperation activities, such as school-enterprise cooperation reading club, school-enterprise cooperation tasting meeting, school-enterprise cooperation poetry reading meeting, school-enterprise cooperation original works competition, etc. Through a series of school-enterprise cooperation activities, it

can promote the culture of colleges and universities, establish the image of colleges and universities, enhance the sense of trust and identity of colleges and universities from all walks of life, so that all walks of life can correctly view the social function and social value of colleges and universities, and support the construction of colleges and universities.

Artificial intelligence from the original computing intelligence stage, developed to the perceptual intelligence stage, and now further developed to the cognitive intelligence stage, although it has not yet developed to the level of complete intelligence, but its every step of development relies on a huge and solid technical foundation, such as big data technology, computer equipment, communication equipment, network facilities, big data processing platform, sharing platform, etc. These technical bases can lay an effective foundation for the opening of university libraries to the society after continuous improvement.

In all sectors of society, the application of AI technologies needs to be rooted in the base layer, and since high-tech technologies are not universal solutions, their deployment needs to be based on a deep understanding of industry characteristics. Therefore, it is necessary to take the basic layer as the basis to comprehensively explore theoretical issues and further study related algorithms, technologies and models in design, so as to match the technical level with the practical field. In this context, university libraries should do a good job in various services in the process of opening up to the society, abandon traditional technologies and actively embrace high-tech technologies. It emphasizes the combination of technology and practice, and improves service efficiency and quality through effective high-tech technology, so as to help university libraries develop a more suitable path and model for opening to the society.

When high and new technologies are applied to new application scenarios, big data technology and sensing technology in the traditional era are replaced by intelligent technology in the intelligent era. With this technological advantage, libraries can more easily capture users' reading behaviors, reading records and reading habits, so as to provide users with the required reading content more accurately, and implement better reading services, so that users can get a wider reading space and a good reading

atmosphere, break the time limit, and read at any time. So it can make the university library realize its own function and value better facing the society.

In the context of the era of artificial intelligence, universities can use artificial intelligence technology to transform the operation mode and management mode of libraries, constantly improve the quality of service, promote the opening up of university libraries, enhance the connection between university libraries and the society, and better play the social service effect of university libraries.

Actively innovating the internal operation mode of university libraries can reduce the obstacles, make university libraries better attract people outside the university, and enhance the openness of university libraries. For example, the establishment of "University library artificial intelligence new operating system", the artificial intelligence elements into all aspects of library operation. First, the entry. Colleges and universities can be equipped with a "face recognition system" to automatically register information and inform attention when off-campus people enter the library, giving off-campus people a more convenient experience. The second is the borrowing section. After people outside the school enter the library, they can use the "scan code lending" method to quickly handle the relevant borrowing procedures. After the successful borrowing, you can also enter the "intelligent reading area", by scanning the two-dimensional code on the desk, learn more about the relevant information of the book. If you encounter some special and emergency situations, visitors can also scan the code to call, initiate a remote dialogue in time, and contact the library staff.

In the process of opening to the society, the university library itself should follow the principle of opening to the society, and the university itself should also make changes to get rid of the influence of previous ideas and gradually open the university resources to the society. At the same time, university library managers also need to pay attention to the training of staff, conduct theoretical and practical training for staff, comprehensively improve the comprehensive quality of staff, and introduce computer, network and other technologies to enrich the service mode, improve their own service efficiency, so as to provide more comprehensive reading services. University libraries should take social opening as their own responsibility and obligation, so that university libraries can break

the restrictions of time and space, meet the reading needs of the public anytime and anywhere, and enable them to obtain more abundant resources.

Colleges and universities can use artificial intelligence technology to continuously optimize the overall management mechanism of libraries and gradually implement the opening of libraries to the outside world. Specifically speaking, one is the literature management of the library. Literature resources are one of the core values of university libraries. Through the new management mechanism, universities can attract people outside the university, so that people outside the university can better understand and use the library's literature resources. For example, relying on big data technology, colleges and universities can build a "large database of library literature resources" to classify, mark and update various literature resources, so as to meet the diverse needs of off-campus people and mobilize their enthusiasm for visiting [28] The second is the management of library activities. University libraries can carry out various activities as a link to promote friendly interaction between campus and campus. With the help of artificial intelligence technology, colleges and universities can manage the activities of libraries as a whole, bring forth the new and move towards a new stage. For example, based on new media technology, colleges and universities can build "intelligent docking platform for library activities", and can also use the library website and library wechat public number as part of the platform construction. At the same time, the platform can enable people from different regions with diverse needs to participate, promote exchanges and cooperation among them, and jointly plan and strengthen the management of library activities.

University library staff can only actively adapt to the era of artificial intelligence. Only in order to keep up with the pace of The Times, better implement the work of opening to the outside world, and show the characteristics of social openness of university libraries. For example, university libraries can regularly organize "artificial intelligence technology training for library staff", take artificial intelligence technology as the core content, design systematic training courseware, including artificial intelligence theory, artificial intelligence practice, artificial intelligence assessment, artificial intelligence evaluation and other different sections, and call on library staff to actively participate in

and seriously study. Make the library staff firmly establish the consciousness of lifelong learning, pioneering and innovative, smoothly integrate into the era of artificial intelligence, constantly innovate the work mode, and ensure the high quality of the work of university libraries. In addition, colleges and universities can also carry out "library staff artificial intelligence quality training", from the perspective of management quality, in-depth analysis of the job responsibilities in the era of artificial intelligence, through listing typical cases, vigorously promote the work quality of love and dedication, solidarity and mutual assistance, bold innovation, collectivism, dedication, and remind library staff to get out of the inertia of thinking. Actively explore the internal relationship between artificial intelligence and university libraries, guide the various work of university libraries with the management system advancing with The Times, upgrade the service concept, service form and service system of libraries, so that university libraries can better serve different groups inside and outside the university, and promote their enthusiasm for book borrowing and book research. It also causes them to think deeply about the operation and reform of university libraries, so that university libraries can fully face the society and actively promote the development of regional culture, regional economy and the operation of a harmonious society.

Nowadays, the libraries of colleges and universities in our country have gradually developed social services, including network information services, library resources lending services, etc., but the service forms of most college libraries are relatively simple, and the service content is relatively simple, resulting in certain limitations. With the advantages of professional services and scientific resources, university libraries should expand the scope and depth of services to the public in order to deepen social services. University libraries can provide personalized services to the public according to their own advantages in literature resources and the reading needs of the public. At the same time, university libraries should also cooperate with museums, communities and other public welfare organizations, and can hold historical exhibitions, popular science festivals, reading festivals and other cultural activities with characteristics in university libraries, so that the public can actively participate. After the university library is fully opened to the society, it can reflect its value more comprehensively. From the perspective of the

overall development trend, the opening degree has a higher value; From the perspective of the opening trend, the university library has a broader prospect of opening to the society, but for the library itself, it should closely combine its own advantages with social resources, and make up for its own shortcomings with the advantages of social resources, so as to do a good job in opening up the university library to the society.

In the past, most university libraries were only open to teachers and students on campus. As a public welfare service institution, one of its core values is to provide free services. Now, after university libraries are opened to the society, they not only increase economic benefits, but further promote their own development. The operation mode of university library should change accordingly, and the investment of advertisement should be increased in the publicity. For example, the use of commercial advertising to increase publicity, in order to promote the university library to improve the work of opening to the society, from the flow income, advertising mode, copyright extension and other aspects, gradually promote the university library to open to the society. In the promotion of mobile reading open to the society, the existing university library has improved its opening efficiency and further perfected its functions by carrying out various promotion activities. At the same time, the combination of social resources expands the library resources, so as to maximize the benefits of the library.

Marketing is a concept corresponding to the market economy. With the development of the theory, the definition of marketing has been expanded in the field of marketing since the mid-1980s. Marketing is not only limited to the activities of enterprises, but also can be extended to non-profit organizations and public institutions. Marketing theory has been introduced into the library field for nearly 20 years. Each university library has carried out marketing practice one after another, but it is quite limited. For example, some university library managers have set up public relations departments or posts, and some university libraries have begun to carry out irregular or regular reader satisfaction surveys and other activities. These existing marketing practices in colleges and universities are very immature. We say that in today's information age, the invisible labor (service) of university library is one of the three forms of product. How to better make all business activities centered on consumers (readers), and carry out

marketing concepts in all library activities. In other words, the library work must change the traditional management concept, look at the long term, avoid simply providing what readers need, and pay attention to the following points in the implementation process:

Realize that the premise of marketing management is strategic management. Talking about "marketing marketing" has failed to solve the problem, and may bring new problems. Strategic management must be strengthened throughout the organization, as discussed in the previous section. An organization without strategic management simply cannot implement good marketing management. Therefore, marketing should pay attention to strategy .

Rebuilding image is the primary task of library marketing. We are here to change the traditional view that marketing is only for libraries - some "revenue-generating" business area. For university libraries, the most important thing is to obtain social benefits for teachers and students of the whole school and even outside the school through providing services (products). In order to obtain the financial input and support of the school, the input and support of the society (donations from enterprises and individuals). The primary task of university library marketing strategy is to help the library improve the service level and quality so as to enhance the social benefits of university library products. Build a good image to ensure that universities and society's investment in libraries continues to grow steadily. The marketing management of university library must focus on those areas that create benefits for the completion of the library mission - marketing must be conducive to shaping the image of university library in universities.

In the process of marketing activity management, marketing concepts and methods should be used to analyze the social marketing environment - survey target acceptance group - Design social marketing strategy - plan social marketing mix program - Organize, implement, control and evaluate social marketing activist according to the process of social marketing management.

CONCLUSIONS

University libraries are in the dual challenges of economic globalization and digital networking, but our country's libraries are in the transition period from socialist planned economy to socialist market economy, we are facing more pressure and challenges, how to improve management and management innovation is the key to solve all problems. For the university libraries in our country, if we can grasp the innovation of management, we can fully implement the measures of management innovation. The management level of university library will be raised as a whole, so as to achieve leapfrog improvement and development. With the enhancement of China's comprehensive national strength, the investment in the construction of colleges and universities continues to improve. The material foundation of university libraries will continue to be solid. But the level of library management is impossible to build and renovate as quickly as library buildings. It can be predicted that in the near future, the bottleneck of the development of Chinese university libraries will be "soft factors" such as management and talents. So we must carry out management innovation, faster and more efficient to improve our management level!

When the new situation is coming, university libraries must keep up with The Times, seize the opportunity to do a good job in the transformation work, analyze the shortcomings and problems existing in the current library management, and effectively solve the problems of the current library administration in terms of insufficient understanding, manpower and fund investment to establish a relevant system of university library administration. Strengthen employees' attention to administrative management, fill the talent gap, and strengthen the training of existing management talents, so that the comprehensive quality of university library administrative personnel can be improved, they can manage in accordance with the standards and requirements, strengthen the management of library funds, and effectively improve the administrative management level of university libraries to provide readers with more high-quality learning places. Meet the diverse needs of more readers [17].

Intelligence, inclusiveness and sharing are the developing trends of university libraries in the future. In order to better adapt to this trend, universities should actively

deploy various work, better integrate artificial intelligence elements into the daily operation of libraries, gradually open the "closed pattern" of internal opening of libraries, and show the social openness of libraries. First of all, the establishment of "university library artificial intelligence new operating system", equipped with face recognition system, the use of scanning code borrowing mode, intelligent reading area planning, comprehensive innovation of university library internal operating mode. Secondly, a "large database of library literature resources" is constructed to classify, mark and update the literature resources. At the same time, an "intelligent docking platform for library activities" is built to meet the diverse needs of people outside the school and optimize the overall management mechanism of the library. Finally, with artificial intelligence technology as the core content, the "Library staff artificial intelligence technology training" is organized, and from the perspective of management quality, the "library staff artificial intelligence quality training" is carried out to strengthen the training of library staff.

Historical experience shows that innovation is the only way to make libraries full of vitality, adapt to changes in the social environment, constantly enhance their adaptability and competitiveness, realize self-transformation and self-development, and promote the comprehensive progress of the library cause in China. However, the characteristics of library management innovation are multi-level, all-round, whole process, full membership, sustainability and non-replicability. The space for library management innovation is larger than expected, with various forms, and there are great differences in the understanding of its meaning. The author tries to start from the demand of university library management innovation, and studies the important aspects of university library management innovation, such as the innovation of university library management thought, concept, system, system, organization, personnel, information resource construction, service and so on, from the perspective of the research thinking of management innovation theory. Thought determines behavior, system, system and organization are the guarantee of innovation, personnel are the main body of innovation, information resources are the basis of innovation, and service is the fundamental purpose of innovation. In short, The Times call for innovation, and the library in the era of

knowledge economy needs to carry out management innovation. In the case of continuous development and change, the library can only follow the common progress and development of the whole society by constantly improving and renewing itself.

To improve the management of university libraries, it is crucial to adapt to changes and proactively stay ahead by implementing the latest approaches to management and administration. This includes not only technical innovations but also strategic shifts, organizational improvements, and the enhancement of staff qualifications.

In particular, universities should foster a culture of continuous learning and professional development among library staff. This can be achieved by providing regular training in both traditional library skills and emerging technologies, such as artificial intelligence and big data analysis. The goal is to equip library personnel with the tools they need to efficiently manage the vast and evolving digital and physical resources under their care.

Additionally, libraries should work towards becoming more integrated into the broader academic community, ensuring that they are seen as essential partners in research, teaching, and learning. This involves strengthening collaboration between librarians, faculty, and students, as well as expanding services that directly support academic success, such as research consultations, data management support, and digital literacy training.

Moreover, in an era where open access to information is becoming more important, university libraries must actively promote and facilitate open-access publishing, ensuring that academic research is available to a wider audience. This will not only enhance the library's role within the academic ecosystem but also align with global trends toward more inclusive and accessible knowledge-sharing platforms.

By embracing these strategies and integrating them into their management models, university libraries can become more resilient, adaptable, and aligned with the future needs of academia and society as a whole.

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APPENDIX

APPENDIX A**Conceptual model of university library management with integration of innovation component**