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Management of school and public libraries: a literature review
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Management of school and public libraries: a bibliographic review

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ABSTRACT: This article analyzes the management of school and public libraries based on a literature review in Information Science, with an emphasis on the transformations driven by technologies and innovation. The study aims to understand the main theoretical approaches, challenges, and perspectives related to the management of these information units. Regarding methodology, it is characterized as an integrative review with a qualitative approach, carried out in national and international databases, with defined inclusion and exclusion criteria. The results show that school and public libraries play a strategic role in promoting access to information, reading, and citizenship, but face structural, technological, and institutional challenges. The need for integration between management, innovation, and information mediation is highlighted, as well as the development of professional skills focused on the use of digital technologies. It concludes that the effectiveness of management depends on strategic planning, investment in infrastructure, consistent public policies, and the appreciation of professionals, with innovation being a central element for the sustainability and relevance of these institutions in the contemporary context.

Keywords: library management; school libraries; public libraries; technological innovation.

1 INTRODUCTION

School and public libraries play a strategic role in development.

educational, cultural and social aspects of communities, configuring themselves as fundamental spaces for

Access to information, the promotion of reading, and the formation of critical thinkers. Included in the field...

In the field of Information Science, these institutions go beyond the traditional function of safeguarding and

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organization of collections, assuming a dynamic role focused on information mediation, to
social inclusion and the democratization of knowledge. In this context, the efficient management of these
Information units become a central element in ensuring their relevance and sustainability.
In light of contemporary transformations.

Historically, both school and public libraries were conceived as
instruments to support formal education and cultural development. However, the changes
provoked by the information society and the advancement of digital technologies have demanded the
Reconfiguration of their management models. The incorporation of new technological tools, the
expansion of information services and the need to serve increasingly diverse audiences.
They pose significant challenges to the managers of these institutions. Thus, library management becomes...
demanding not only technical skills, but also strategic, innovative and
sensitive to social demands

In the context of school libraries, management is directly related to the educational process.
being essential for strengthening pedagogical practices and for the development of
students' information literacy. The school library, when well managed, acts as
a learning environment that complements the curriculum, stimulates critical thinking and
contributes to the development of autonomous readers. However, the reality of many institutions
This highlights structural weaknesses, a lack of qualified professionals, and poor integration into...
pedagogical project, which compromises the effectiveness of these institutions.

In turn, public libraries assume an even broader social function, acting as
as democratic spaces for access to information, culture, and leisure. They are recognized
as essential cultural facilities for the promotion of citizenship, especially in contexts
marked by social inequalities and informational exclusion. The management of these libraries involves
complex challenges, such as the scarcity of financial resources, the need for modernization of
services and adaptation to new forms of information consumption. Furthermore, there is a demand for
Consistent public policies that guarantee its maintenance and expansion.

Given this scenario, the need to understand how scientific literature... becomes evident.
has addressed the management of school and public libraries, identifying trends, challenges,
gaps and perspectives. The literature review is therefore presented as a strategy
a relevant methodological approach for systematizing the knowledge produced in the field, allowing for analysis.
A critique of existing theoretical and empirical contributions. This type of study makes possible not only
Mapping the state of the art, but also identifying paths for improvement.
of management practices.

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The problem guiding this study lies in the following question: how does library management...
Has the issue of school and public education been addressed in the scientific literature in the field of Information Science?
Starting from this question, the aim is to understand the main theoretical approaches and management models.
adopted, as well as the challenges and innovations discussed by the researchers.
The relevance of this research is justified from both an academic and a professional standpoint.
In the scientific field, it contributes to the consolidation of the field of information unit management.
by systematizing and critically analyzing existing production. On a practical level, it provides support to
librarians, managers, and public policy makers, assisting in decision-making and in
developing more effective strategies for managing these institutions.
Thus, the overall objective of this article is to analyze the scientific production on the management of
School and public libraries through a literature review. Specific objectives include...
The aim is to identify the main concepts and theoretical approaches related to the management of these.
libraries; map the challenges and limitations identified in the literature; and discuss the trends and
Perspectives for the future of library management.

2 METHODOLOGY

This study is characterized as a qualitative literature review, with an approach...
integrative, whose objective is to gather, analyze, and synthesize scientific production on the management of
school and public libraries in the field of Information Science. The integrative review was
chosen because it allows for the incorporation of different types of studies — both theoretical and empirical —
allowing for a broad and in-depth understanding of the phenomenon under investigation, as well as
Identifying trends, gaps, and convergences in the literature.
The methodological approach was structured in systematic steps, aiming to guarantee scientific rigor.
Transparency and reproducibility. Initially, the research problem and objectives were defined.
from the study, which guided the development of the search strategy. Next, the following were selected...
databases considered relevant to the field of Information Science and related areas, the
Know: Reference Database of Journal Articles in Information Science (BRAPCI),
Scientific Electronic Library Online (SciELO), Scopus, and Web of Science. The choice of these databases.
This is justified by its scope, academic recognition, and relevance for indexing.
national and international scientific journals.
For the searches, descriptors were defined in Portuguese and English, combined by
using Boolean operators, in order to broaden the retrieval of relevant studies. Among the
The main terms used include: "library management" and "school libraries".

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"Public libraries", "library management", "school libraries" and "public libraries". The strategies
Search strategies were adapted to the specific characteristics of each database, respecting its mechanisms.
indexing and information retrieval.

The inclusion criteria considered were: (i) scientific articles published in journals
peer-reviewed; (ii) studies that directly addressed the management of school libraries and/or
public; (iii) publications in Portuguese, English, or Spanish; and (iv) time frame comprising
between 2010 and 2025, in order to include more recent productions aligned with the transformations
contemporary. On the other hand, the following were excluded: (i) duplicate works; (ii) studies that do not
(iii) documents such as abstracts, editorials, reviews and
(iv) conference proceedings without full text available; and (iv) publications with restricted access.

After applying the search strategies, the studies were screened, in two stages.
phases. In the first phase, the titles and abstracts were read, with the aim of verifying their relevance.
thematic. In the second phase, the selected texts were read in their entirety, which allowed for a
A more detailed assessment of its relevance to the research objectives. This process resulted in
constitution of the final corpus of analysis.

The data analysis was conducted using the content analysis technique, as proposed.
by Bardin, which allows for the systematic organization and interpretation of information. Initially,
A preliminary reading of the texts was carried out, followed by coding and categorization of the content.
The analytical categories were defined in a mixed way, that is, based on theoretical frameworks from
area and the emergence of recurring themes in the studies analyzed. Among the main categories
The following have been identified: fundamentals of library management, specificities of library management.
Schools, management in public libraries, use of technologies and innovation, and contemporary challenges.

3. RESULTS AND DISCUSSION

3.1 Theoretical foundations of library management

Analysis of the literature shows that library management, as a field of research and
Professional practice in the field of Information Science is based on a theoretical foundation.
interdisciplinary approach that articulates assumptions from administration, information management, and...
knowledge, as well as the specificities of the information units. This complexity arises
due to the fact that libraries, especially school and public libraries, cannot be understood
not only as technical organizations, but also as sociocultural institutions embedded in
specific historical, political and economic contexts.

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The classic foundations of library management are strongly anchored in theories.
general principles of administration, especially in the contributions of authors such as Taylor and Fayol, whose
principles of work rationalization, planning, organization, direction and control
They significantly influenced the organization of library services throughout the 20th century.
Although such approaches have been criticized for their rigidity and mechanistic nature, their
The influence remains noticeable in the organizational structure of many libraries, especially
with regard to the standardization of technical processes and operational efficiency (Chiavenato, 2014).
In the specific field of library science, one of the most relevant theoretical frameworks is represented by...
based on the five laws of library science proposed by Ranganathan, which establish principles
These laws are fundamental to the organization and functioning of libraries. These laws—books are for
Use; to each reader, their book; to each book, its reader; save the reader's time; the library is a
growing organism — continue to be widely recognized as guidelines for the
library management, especially with regard to user-centeredness and the need for
Continuous adaptation to social changes (Ranganathan, 2009).
From the second half of the 20th century onwards, with the advancement of Information Science as a field...
Scientifically, one observes the expansion of the theoretical scope of library management, which now incorporates...
concepts related to information management and information mediation. In this context, the
The library is no longer seen merely as a repository of documents and is now understood...
as a dynamic system of production, organization, dissemination, and use of information. Saracevic
(1996) highlights that Information Science deals with the properties and behavior of
information, as well as the processes involved in its generation, organization, and use, which implies
directly impacting the redefinition of library management practices.
In the Brazilian context, authors have made significant contributions that emphasize the
social dimension of library management. Milanesi (2002), for example, when discussing the role of
public libraries, highlighting their role as spaces for democratizing access to information and
promoting citizenship requires management models committed to social inclusion and
community participation. Similarly, Almeida Júnior (2009) highlights the mediation of
information as a central element of librarianship, arguing that the professional of
Information should act as an active agent in the construction of meaning, and not merely as...
neutral intermediate.

Incorporating the perspective of information mediation represents a significant advance in
theoretical foundations of library management, by shifting the focus from collection management to management
of communication and interaction processes. In this sense, management comes to involve not only
technical and administrative aspects, but also pedagogical, cultural and social dimensions,

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especially in the case of school and public libraries. This approach is aligned with the
Contemporary discussions on information competence, information literacy, and inclusion.
digital, which reinforces the need for a more proactive and strategic approach on the part of
libraries (Gasque, 2012).

Another relevant theoretical axis refers to knowledge management, which has been progressively...
incorporated into library practices. Knowledge management, as proposed by Nonaka and
Takeuchi (1997) emphasizes the creation, sharing, and use of knowledge in
organizations, highlighting the importance of collaborative processes and learning.
Organizational capital. In the context of libraries, this approach contributes to the appreciation of organizational capital.
intellectual, both for professionals and users, and for the development of more...
Innovative and aligned with the informational needs of the community.

Furthermore, recent literature shows a growing appreciation for strategic management as
A fundamental approach to the sustainability of libraries. Strategic management implies...
Defining the mission, vision, objectives, and goals, as well as analyzing the internal and external environments,
which allows the library to position itself more effectively in the face of challenges.
contemporary. In this sense, tools such as SWOT analysis, strategic planning, and...
Performance evaluations have been incorporated into library management practices, contributing
for a more results-oriented approach and the generation of value for society (Tarapanoff,
2006).

Innovation also emerges as a central component in the theoretical foundations of management.
Libraries, especially in the face of digital transformations. The adoption of technologies from
information and communication, the implementation of automated systems, the use of social networks and the
The development of digital services has redefined the ways of managing and interacting with...
users. According to Cunha and Cavalcanti (2008), library automation represents not only
an operational improvement, but also a paradigm shift in the way information is handled.
It is organized and made available.

The scarcity of resources, the absence of consistent public policies, the precariousness of conditions
Workplace stress and a lack of institutional recognition limit the effectiveness of management practices.
Furthermore, there is a significant gap between theoretical advances and their practical application, which
This highlights the need for greater connection between academic production and the reality of...
libraries (Silva; Araújo, 2020).

Thus, the theoretical foundations of library management reveal themselves as a field in
constant construction, marked by the convergence of different approaches and the need for
adaptation to social and technological transformations. Almeida Júnior (2009) emphasizes that management

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Contemporary library design demands a systemic, integrated, and user-oriented vision, capable of...
To articulate operational efficiency, innovation, information mediation, and social commitment. In this case
In school and public libraries, this complexity is even more pronounced, given the diversity
of the audiences served and the multiplicity of functions performed.

3.2 Management of school libraries

The management of school libraries constitutes a strategic field within the Science of
Information, especially when considering its direct interface with educational processes,
formative and sociocultural. The specialized literature shows that the school library, when
structured based on efficient management principles integrated into the pedagogical project.
Institutionally, it plays a central role in the formation of critical, autonomous, and competent individuals.
in information (Almeida Júnior, 2009; Campello, 2016). In this sense, the management of these units
Information cannot be understood solely from a technical or operational perspective, but
It should be analyzed as a complex process, involving pedagogical, political, and other dimensions.
cultural and technological.
From a theoretical point of view, the management of school libraries engages with classical principles.
from library science and information science. The contributions of Ranganathan, especially
Through their five laws of library science, they remain relevant by emphasizing access, use, and...
User-centricity in the development of information services (Ranganathan, 2009). In
In a school context, these principles are redefined as the library becomes...
understood as an active learning space, in which access to information should be
mediated in an intentional and pedagogical way.
Milanesi (2002) emphasizes that the school library should be understood as a "center of culture".
embedded in the educational environment, capable of articulating different languages and promoting the
intellectual development of students. This perspective reinforces the need for management
that goes beyond the traditional logic of organizing collections, incorporating practices aimed at
to revitalize the space, promote reading, and integrate it with the school curriculum. In this sense,
Managing a school library requires a proactive approach, capable of engaging in dialogue with teachers,
managers and other members of the school community.
Recent literature has emphasized the importance of integrating the library with the political project.
pedagogical (PPP) of educational institutions. As pointed out by Campello (2016) and Kuhlthau
(2013), the school library should be conceived as a learning environment that contributes
directly related to the development of information skills, understood as the

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The ability to locate, evaluate, and use information critically and ethically. This approach
This requires that library management be aligned with pedagogical practices and that it act in a way...
Collaborative with teachers in the development of educational activities and projects.
However, despite the theoretical recognition of the importance of school libraries, several
Studies point to a scenario marked by structural and institutional weaknesses. In this context
In Brazil, the enactment of Law No. 12.244/2010 represented a significant step forward in establishing
The universalization of school libraries in educational institutions across the country. However, the
The implementation of this policy still faces considerable challenges, such as the absence of
qualified professionals, insufficient financial resources, and lack of recognition.
institutional (Silva; Cunha, 2020).
In this context, the management of school libraries is frequently impacted by limitations that
They compromise their effectiveness. Empirical studies indicate that many libraries operate without
Strategic planning, with outdated collections and a lack of integration with pedagogical activities.
(Ferreira; Santos, 2019). Furthermore, the absence of librarians in several educational institutions.
This highlights a significant gap in the management of these units, given that their actions...
Professionals are essential for the development of qualified information services.
The literature points to the need for a hybrid professional profile that combines knowledge.
Information technology professionals with pedagogical and communication skills (Almeida Júnior,
(2009). The school librarian should act as an information mediator, facilitating access to
knowledge and promoting information literacy practices. This mediation, according
As Dudziak (2003) points out, it is essential for the development of critical and autonomous users.
capable of interacting reflectively with the contemporary informational environment.
With regard to management practices, there is a growing appreciation for approaches...
Participatory and collaborative. The democratic management of the school library involves participation.
This involves different actors from the school community, such as students, teachers, and administrators.
This perspective aligns with the principles of contemporary education, which value the construction of knowledge.
Collective knowledge and social participation. According to Moran (2015), educational innovation
This necessarily involves the creation of collaborative environments, in which the library can...
to play a central role.
The incorporation of digital technologies has also been widely discussed in the literature as
A fundamental element for modernizing the management of school libraries. The use of systems
Automated systems, digital platforms, and social networks expand the possibilities for accessing information.
and diversifies the services offered. However, the adoption of these technologies requires planning,
adequate training and infrastructure, which is not always present in educational institutions,

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especially in contexts of social vulnerability (Valente, 2018).

Furthermore, the COVID-19 pandemic highlighted the importance of school libraries in Information mediation in digital environments. During this period, many libraries needed Adapting their practices, offering remote services, and expanding their online presence. This scenario It reinforced the need for flexible and innovative management, capable of responding quickly to... Changes in educational and informational contexts (Oliveira; Souza, 2021).

There is also a noticeable absence of performance indicators and evaluation mechanisms. This systematic approach makes it difficult to measure the impact of these units on the educational process. In this sense, Tarapanoff (2006) highlights the importance of evidence-based management, which allows for Informed decision-making and continuous service improvement. Finally, it is noted that The management of school libraries is directly related to public education and social policies. information. Silva and Cunha (2020) point out that the effectiveness of these libraries depends not only from the local actions of managers, but also from institutional and governmental guidelines that guarantee resources, professional training, and institutional recognition. The literature points to the The need for more consistent and integrated policies that consider the school library as essential element of the educational system (Campello, 2016).

3.3 Public Library Management

The management of public libraries is a complex and multifaceted field within the realm of science. Information, articulating technical, political, social and cultural dimensions. According to Lankes (2016), these institutions are historically recognized as fundamental facilities for the democratization of access to information, culture and knowledge, assuming a role Strategic in promoting citizenship and strengthening the public sphere. In this sense, management The role of public libraries cannot be understood solely from an administrative perspective. traditional, but it must be analyzed from a systemic approach that considers the specificities of the social context in which they are embedded, as well as the transformations imposed by the information society.

From a conceptual point of view, the public library is defined by IFLA (1994) as a gateway to local access to knowledge, which provides the basic conditions for lifelong learning. Independent decision-making and the cultural development of individuals and social groups. This definition highlights the centrality of the social function of these institutions, which implies that The need for management models that are user-oriented, focused on social inclusion, and promote equity. informational. In this context, Cunha and Cavalcanti (2008) highlight that library management

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Public policies must be aligned with the demands of the community, incorporating participatory practices and information mediation strategies.

Classic literature in the field indicates that the management of information units, including libraries public entities must consider fundamental principles such as planning, organization, direction, and control, as proposed by Chiavenato (2003). However, the application of these principles in Public libraries require adaptations, since these institutions operate in contexts marked by budgetary constraints, dependence on public policies, and diversity of audiences. Thus, strategic management emerges as a relevant approach, allowing the alignment between the institutional mission, organizational objectives, and the needs of community (Tarapanoff, 2006).

In the Brazilian context, the management of public libraries faces significant structural challenges. such as the scarcity of financial resources, the insufficiency of qualified professionals, and the absence of consistent and continuous public policies. Public libraries still operate with Poor infrastructure and outdated collections compromise its ability to meet the needs of... informational demands of the population (Cunha; Cavalcanti, 2008). Furthermore, discontinuity Administrative shortcomings and a lack of strategic planning hinder the consolidation of these institutions. as reference spaces for the community.

The political dimension of public library management also deserves highlighting, since these These institutions are directly linked to the cultural and informational policies of the State. In this sense, Lankes (2016) emphasizes that access to culture and information should be understood as a fundamental right, which reinforces the need for public policies that guarantee it.

The maintenance and strengthening of public libraries. The role of the State is therefore essential. to ensure adequate conditions for the operation, financing and expansion of these institutions.

With regard to information mediation, understood as a fundamental process for the In order to construct meaning and facilitate the appropriation of knowledge by users, the librarian assumes the role of... a central role as a mediator, acting in the selection, organization and dissemination of information, as well as in the promotion of cultural and educational activities. According to Almeida Júnior (2009), Information mediation is a social practice that involves interaction, interpretation, and dialogue, being essential for the effectiveness of the actions carried out by public libraries.

With the advancement of digital technologies, the management of public libraries has been profoundly transformed. impacted, which requires the incorporation of new tools and the redefinition of traditional practices. The digitization of collections, the implementation of automated management systems, and the use of Digital platforms for offering information services are some of the transformations.

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observed in recent decades. According to Lévy (1999), cyberculture redefines the forms of production, circulation and consumption of information, which implies the need for adaptation of public libraries adapt to this new scenario.

In this context, public libraries also begin to act as spaces for digital inclusion. offering internet access, training in information technologies and support in the use of resources. digital. This function is particularly relevant in countries marked by inequalities. socioeconomic factors, such as in Brazil, where access to technology is still limited for a segment of the population. A significant portion of the population. Therefore, the management of these institutions must consider strategies that promote digital inclusion and reduce informational inequalities (Silva; Araújo, 2020).

Furthermore, there is a growing appreciation for innovative practices in library management. public initiatives, such as the implementation of maker spaces and the organization of cultural activities. These initiatives are diversified and utilize social networks for communication with users. They contribute to the redefinition of public libraries, which are now perceived not only as places for accessing information, but also as spaces for socializing, creativity and cultural production. According to Lankes (2016), libraries should be conceived as knowledge platforms, centered on the community and geared towards the active participation of users.

Another point of emphasis in the literature refers to the performance evaluation of public libraries. considered essential for the continuous improvement of services and for accountability to society. Performance indicators, such as the number of users served, loans made, and... Participation in cultural activities is frequently used to measure effectiveness. of these institutions. However, Poll (2007) argues that evaluation should go beyond indicators. quantitative aspects, also incorporating qualitative aspects, such as the social impact of the actions. developed.

The training and development of professionals working in public libraries are also important aspects. fundamental for effective management. The contemporary librarian must possess the following skills: technical, managerial, and social skills, enabling one to operate in complex and constantly evolving contexts. transformation. In this sense, continuing education and professional development are essential elements to guarantee the quality of services provided (Valentim, 2010).

Lankes (2016) understands that the management of public libraries should be guided by principles. of inclusion, diversity and equity, seeking to meet the needs of different social groups, including vulnerable populations. Promoting accessibility and valuing diversity. Cultural initiatives and the implementation of actions aimed at specific audiences are strategies that contribute To build more inclusive and socially relevant libraries.

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3.4 Technologies and innovation in library management: contemporary challenges and perspectives future

The incorporation of innovative technologies and processes in the management of school and public libraries. It is configured as one of the central axes of transformation of information units in the context. of contemporary society. The increasing digitalization of information flows, coupled with Changes in users' information behaviors impose on libraries the need to to reconfigure its management practices, services, and operating models. In this scenario, the Management driven by technological innovation is not limited to the adoption of digital tools, but It involves a paradigm shift that permeates organizational, cultural, and epistemological aspects of Information Science.

The classic literature in the field already indicated, at the end of the 20th century, the centrality of technology. in the restructuring of libraries. Lancaster (1995) pointed to the emergence of the “library without "walls," anticipating a model in which access to information would become progressively independent of physical space. This perspective has been broadened with the advancement of the internet and... Information and communication technologies (ICT), consolidating the concept of digital libraries and hybrid systems, which integrate physical and digital collections within the same management structure (Cunha, 2008).

In the contemporary context, it is observed that technological innovation in libraries is directly related to... related to the implementation of integrated management systems, digital access platforms to Information and digital mediation tools. Systems such as Integrated Library Systems. (ILS) and, more recently, Library Services Platforms (LSP) enable the automation of technical, administrative, and user service processes, contributing to efficiency. Operational and for the improvement of services offered. These systems enable management. integrated management of collections, circulation, cataloging, and remote access, promoting greater agility and accuracy in information retrieval (Borgman, 2000).

Furthermore, the rise of emerging technologies such as artificial intelligence, big data, and the internet. Among other things, it has significantly expanded the possibilities for libraries to operate. The use of recommendation algorithms, for example, allows for the personalization of services. informational, approaching the practices adopted by commercial digital platforms. In this In this sense, the library begins to operate not only as a repository of information, but also as... an intelligent environment for information mediation and curation (Santaella, 2013).

However, the adoption of these technologies does not occur uniformly, especially in the context of school and public libraries in developing countries. Several studies point to the existence of structural inequalities that directly impact the capacity for innovation of these

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institutions, such as limited financial resources and a lack of technological infrastructure.
adequate and the lack of continuing education for professionals (Tarapanoff, 2006; Milanesi, 2002).
These factors highlight that technological innovation, while promising, still faces barriers.
significant to its full implementation.

Within the context of school libraries, the incorporation of digital technologies is closely linked.
related to the teaching-learning process. The use of virtual environments, platforms
Educational and digital resources expand pedagogical possibilities, allowing for the integration of
The library integrates the school curriculum in a more dynamic and interactive way. In this context, the librarian
assumes a strategic role as a mediator of information and an educational agent, contributing to
the development of students' information and digital skills (Campello, 2009).

However, the effectiveness of these initiatives depends on management that integrates technology,
pedagogy and institutional policies. Borgman (2000) mentions that the absence of planning
Strategic planning and integration with school pedagogical projects can compromise potential.
Transformative technologies. Thus, innovation in the management of school libraries requires a
a systemic approach that considers not only the acquisition of technological resources, but also
its critical and contextualized appropriation.

In the case of public libraries, Araújo (2018) states that technological innovation assumes a
This is an even more complex dimension, since these institutions serve heterogeneous audiences and
They play broad social roles. The implementation of digital services, such as lending.
The availability of e-books, access to databases, and the use of social networks has contributed to expanding
The reach of libraries and strengthening their social function. Social networks, in particular, have been...
highlighted as tools for mediating information, allowing for greater interaction with the
users and service promotion (Araújo, 2018).

Furthermore, initiatives such as community digital libraries, maker labs, and spaces for
Innovation (makerspaces) has redefined the role of public libraries as centers of production.
of knowledge and creativity. These spaces promote collaborative learning, the
development of technical skills and digital inclusion, aligning with the demands of
contemporary society (Lankes, 2016). In this sense, the public library ceases to be merely
It becomes a space for accessing information and an environment for experimentation and social innovation.

Despite the progress, contemporary challenges remain significant. The issue of exclusion.
Digital access, for example, still represents a significant obstacle, especially in regions...
peripheral areas and contexts of social vulnerability. The lack of access to quality internet and the
A lack of digital skills limits the effective use of available technologies, reinforcing the
informational inequalities (Castells, 1999). In this context, libraries play a role.

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A key role in promoting digital inclusion by offering free internet access,
Training and support for users.
Lankes (2016) highlights that technology management and the implementation of innovative processes
They require specific skills that are not always covered in traditional education.
Therefore, it becomes essential to invest in ongoing training programs that address
topics such as innovation management, digital culture, data analysis, and the use of emerging technologies.
(Valentim, 2010). Regarding future prospects, a growing trend is observed of
integration between libraries and broader digital ecosystems, such as institutional repositories,
Open science platforms and collaborative networks. The adoption of science-related practices.
Open access, such as open access and research data management, expands the role of libraries as
strategic agents in the production and dissemination of scientific knowledge (Suber, 2012).
Furthermore, the use of artificial intelligence is likely to intensify, especially in activities...
such as automatic indexing, information behavior analysis, and user support by
through chatbots. These technologies can contribute to process optimization and expansion.
of the services, provided they are used ethically and responsibly. Lankes (2016) then redefines
the current library as an increasingly plural, systemic and comprehensive library, which includes, for
In addition to its traditional services, products and technological services.
Finally, it should be noted that innovation in library management should not be understood solely as
not a technological process, but a cultural transformation that involves redefining
Values, practices, and professional identities. The construction of innovative libraries depends on...
therefore, a strategic, participatory management approach oriented towards the needs of users, capable of
To combine tradition and innovation in a context of constant change.
Thus, the results of the analyzed literature show that, although technologies offer
Numerous possibilities exist for the management of school and public libraries; their effectiveness lies in...
Subject to structural, institutional, and human factors. Overcoming the identified challenges.
It requires not only investments in infrastructure, but also the strengthening of policies.
public initiatives, valuing professionals, and promoting a culture of innovation within the scope of
information units.

CONCLUSION

The aim of this literature review was to analyze the scientific production on the management of
school and public libraries, with an emphasis on the transformations resulting from the incorporation of
Innovative technologies and processes. Based on the systematization and critical analysis of studies.

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Selected, it was identified that the management of these information units has undergone a
A continuous process of re-signification, driven by both social demands and...
Structural changes in the contemporary information ecosystem.
Overall, the results show that school and public libraries maintain their
relevance as fundamental institutions for the democratization of access to information, the
Promoting reading and strengthening citizenship. However, this relevance is becoming increasingly important.
conditioned by the ability to adapt to the dynamics of the information society, especially
with regard to the integration of digital technologies, the diversification of services and the expansion of
information mediation strategies. In this sense, management assumes a central role, not only
as an administrative activity, but also as a strategic practice geared towards innovation, to
inclusion and institutional sustainability.

In the context of school libraries, the literature reviewed highlights the importance of management.
aligned with the pedagogical project, capable of integrating informational and technological resources into practices.
Educational. The school library, when managed efficiently, becomes an environment
learning that contributes significantly to the development of skills
Students' informational and digital literacy. However, significant structural challenges persist, such as
The lack of qualified professionals, poor infrastructure, and low valuation.
institutional factors that limit the potential of these units.
In turn, public libraries stand out for their expanded social function, acting as
Spaces for informational, cultural, and digital inclusion. The review showed that these institutions
They have sought to reinvent themselves through the adoption of technologies, the creation of new services, and...
Implementation of innovative practices, such as the use of social networks and the creation of spaces.
collaborative. However, such initiatives still face significant obstacles, especially
related to resource scarcity, the absence of consistent public policies, and inequalities
regional factors that affect access to technologies.
The analysis of the thematic axis of technologies and innovation revealed that, although there is consensus in
literature on the importance of these elements for the modernization of libraries, their
Effective implementation depends on a number of interdependent factors. Among them, the following stand out:
technological infrastructure, professional training, strategic planning and support
Institutional. Innovation, therefore, should not be understood as a merely institutional process.
technical, but as an organizational and cultural transformation that requires profound changes in
Ways of thinking about and managing libraries.
Another relevant aspect identified refers to the need for continuous development of
Professional skills. The contemporary librarian is called upon to perform multiple...

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roles, ranging from information systems management to digital mediation and acting as
educational and social agent. In this context, initial training proves insufficient to cope.
of emerging demands, making investment in continuing education and training essential.
Development of skills related to innovation, the use of technologies, and management.
strategic.

Furthermore, the review allowed us to identify important gaps in the literature, especially regarding...
with respect to empirical studies that analyze, in depth, the implementation of technologies
in specific contexts, such as school libraries in peripheral regions or public libraries
in vulnerable communities. There is also a need for greater articulation between theory and
In practice, this aims to produce knowledge that effectively supports the work of professionals.
and the formulation of public policies.

Regarding future prospects, the trend of strengthening libraries stands out.
as hybrid spaces, integrating physical and digital dimensions, and as environments of innovation.
social. The incorporation of emerging technologies, such as artificial intelligence and data analytics,
This tends to broaden the scope of action for these institutions, provided it is accompanied by a
Critical reflection on its ethical, social, and informational impacts. Furthermore, initiatives
related to open science and free access to knowledge reinforce the role of libraries.
as strategic agents in building a more equitable and informationally literate society
inclusive.

Given this scenario, it can be concluded that the management of school and public libraries faces challenges.
complex, but it also presents significant opportunities for transformation. Overcoming the
The identified limitations require coordinated action between professionals, institutions, and policies.
public, with a focus on valuing libraries as essential spaces for development.
human and social. Thus, it is hoped that this study will contribute to a deeper understanding of the discussions.
in the area and for the strengthening of more innovative, inclusive management practices aligned with
contemporary demands.

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