

Mapping our Future



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

LIBRARY
Enriching world-class scholarship

Strategic Plan 2008-2012



Welcome

DEPUTY VICE-CHANCELLOR (ACADEMIC)

UQ has confirmed its commitment to further advancing and supporting the teaching and learning activities in this University with its appointment in 2006 of Keith Webster as not only University Librarian but also Director of Learning Services. This accords with the recognition in the University's Teaching and Learning Enhancement Plan of the Library as one of the leading features of the University's program of student learning support, not only for its provision of world-class information resources and high end access infrastructure, but also its role as a high-quality learning environment that encourages independent learning and peer interaction.

At the same time, the Library is an essential element in the strong culture of excellence in research and innovation which characterises the University. The Library has developed its collections to support existing and emerging research strengths, and has upgraded its facilities to keep pace with the unprecedented infrastructure productivity of recent years in the University.

This Strategic Plan clearly sets out the Library's intent to continue, in its proactive mode, to anticipate and meet the information needs of those engaged in teaching, learning and research in the 21st century university.

Michael Keniger

Deputy Vice-Chancellor (Academic)

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Introduction

UNIVERSITY LIBRARIAN AND DIRECTOR OF LEARNING SERVICES

Our strategy is simple: The University of Queensland Library can and must do more to enrich learning, teaching and research in the great university of which it is part.

The vision is of a Library that works fully in partnership with the academic community, providing access to quality information and first-class learning and research infrastructure. Central to the realisation of this vision is a strong network of subject specialist librarians who partner research activity, foster information literacy amongst students and who develop outstanding collections to support scholarship in their fields.

Our strategy is mapped out in a number of strategic priorities, each representing a new and distinctive approach which builds upon the Library's success of the past decade.

I want to lead a Library which recognises the needs and priorities of every academic discipline and which reflects the information behaviour of a diverse range of researchers, academic staff and students.

I also want to lead a Library that works well with others, that builds connections inside the university and beyond, all to strengthen our ability to deliver our vision. We have done much that is right in the past, and that will not be changed. It is through better connections, closer understanding of the varying needs and expectations of our user communities and the effective deployment of new technology that we will make change.

I want to renew the integral part that the Library can play in all scholarship at UQ. We will better understand the nature of learning, teaching and research and use our professional expertise to build a Library for the 21st century university.

I want, above all, to lead a Library that enriches the world-class scholarship which is so evident throughout this university.

Keith Webster

University Librarian and Director of Learning Services

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The Library in the 21st century university

For almost one hundred years The University of Queensland Library has served generations of scholars by developing extensive collections of books, journals and manuscripts, organising and preserving them and making them accessible.

We have been proud to hold one of the nation's pre-eminent research collections and have developed library buildings and services to complement their excellence.

In a short space of time, though, information has become ubiquitous.

A vast range of scholarly information is now available online, at all times, and Google and other search engines have defined new information seeking behaviour. Alongside these changes in the information landscape sit transformations in the scholarship of our university.

Big science conducted collaboratively around the world places very different infrastructural demands from those of the individual scholar. The nature of academic disciplines varies dramatically, and crosses all scholarly boundaries.

How do we map the future for the Library against a backdrop of rapid and transformative change?

We have gained our reputation because of the extent and depth of our physical collections and the quality of our Library buildings. Clearly, we'll continue to build our collections on a large scale, but that is no longer sufficient. We need to rethink how we serve the University's staff and students, and how we can enrich their scholarship.

In developing our strategy for the next five years our first step was to speak directly to our users: a range of academics and students from all disciplines. We also spent time considering a range of possible futures – based upon a number of 20 year scenarios for higher education, The University of Queensland and this Library.

We then assessed the more immediate changes in the worlds with which we interact and the pressures that will have an impact on their way of working and ours. This work is summarised in a complementary publication to this strategic plan.





The strategy for the next five years that has been developed as a result is detailed on pages 7 to 14.

The Library increasingly faces a complex series of demands upon its physical infrastructure. Students seek flexible study space, and facilities for group work. They also continue to expect high quality computer facilities to be available in libraries. These trends are matched by an ongoing demand for quiet and individual study space. Further, whilst many academics gain access to scholarly information in electronic format, for others the Library is the place in which research is conducted.

We will have to balance these varied and often competing demands. Inevitably, against the broad backdrop of a static footprint for Library facilities, the overall demand for user space will have to be viewed alongside the long-term vision for the location and distribution of collections.



Overview of The University of Queensland Library



OUR CLIENTS

The Library's clients include more than 37,000 students, 5,400 academic and general staff, as well as clients from groups with which the University has formal links, such as the Cooperative Research Centres, staff of the major teaching hospitals as well as the wider community. There are seven Faculties within the University and six Institutes as well as the central support services for whom the Library provides information access.

OUR SERVICES

Services provided by the Library are delivered both online and at over 20 service points, open up to 84 hours per week, and focus on the specific needs of its client base. They include:

Resources

- of teaching, learning and research materials in a wide variety of formats for on-site use and loan
- access to the global body of knowledge
- specialised online databases of course materials, including electronic versions or digitised copies of journal articles and book chapters
- online access to examination papers
- document delivery services for researchers
- electronic updating services

IT assistance

- Ask I.T. computer training and help for students
- wireless capability for laptops
- email facilities
- copying and printing facilities
- provision of LearningFast interactive computer applications software training package

Spaces

- casual seating
- individual and group study spaces
- Graduate Study Centres
- specialist facilities for clients with disabilities

Resource discovery assistance

- assistance in the discovery and use of information resources
- Ask a Librarian (including online chat) online help
- provision of information skills programs to facilitate lifelong learning
- research support and assistance
- provision of bibliographic software gratis and training in its use
- publications and pamphlets outlining services, including Subject Guides available in print and on the website
- online and print How-to guides on topics like citation guides, plagiarism and evaluation of internet sites.

Integrated access to all Library collections and services is provided by the Library's website.



OUR INFORMATION RESOURCES

The Library's collection remains one of the largest academic collections in Australia and by far the largest in Queensland. It encompasses more than 2.5 million volumes, an online collection of approximately 47,000 electronic journals, 370,000 eBooks and over 1,000 networked databases, as well as microforms, videos (including off-air recordings from both free-to-air and cable services), as well as manuscript and pictorial materials. Links to digitised learning resources are provided via the Library's website, as is access to digitised exam papers, theses and other locally held electronic resources.

OUR PEOPLE

The Library's staff complement is over 250, including almost 90 professional Librarians, nine specialist managers and over 150 support staff. 55 liaison librarians and a team of library assistants form the front line in service delivery in the branches, and a team of IT specialists develop and maintain web-based services. Staff are recruited to develop our skills base and all staff maintain currency through a range of training and development activities.

OUR INFRASTRUCTURE

Income

The Library budget in 2006 was approximately \$30 million paid 'off the top' from the University budget. In 2007 a new budget model came in use in the University, under which the Library will be funded by the Faculties.

Physical infrastructure

Some of the Library's 14 branches and three support service sections are located in their own buildings (Social Sciences and Humanities Library, Biological Sciences Library, Dorothy Hill Physical Sciences and Engineering Library, Gatton Library) and some in other campus or hospital buildings. All libraries have undergone major refurbishment in the last ten years. The Library also maintains a store in a commercial warehouse at Milton.

Technology infrastructure

The Library's electronic infrastructure underpins service delivery. The website provides integrated access to all services and collections. The Integrated Management System Millennium manages ordering library materials, document delivery, circulation activities and the catalogue. 1300 networked personal computers are maintained across the branches and wireless capability for laptop computers has been implemented.



Our mission

ENRICHING WORLD-CLASS SCHOLARSHIP

The Library is integral to achieving world-class scholarship at The University of Queensland. We work in partnership with the academic community to provide convenient access to quality information, and to manage and provide access to UQ scholarship. We provide information services which are customisable to individual needs and which recognise disciplinary perspectives and their information requirements. We engage with the community to foster scholarship. We strengthen the culture of collaboration and partnership within the University.

Our strategic priorities

Enriching world-class scholarship			
Enhance the student experience	Build the digital research environment	Provide convenient and customised access to information	Maintain and develop community partnerships
Practise ethical and accountable governance		Develop and support our people	

Our values

- We are innovative, proactive and flexible in a changing environment.
- We promote and practise open two-way communication for the benefit of all and we respect the opinion of others.
- We act with integrity and demonstrate fairness and accountability.
- We are committed to excellence through reliable, quality customer service, recognising diversity and treating all with dignity.
- We maintain a healthy work/life balance and foster a collaborative working environment.



Putting the priorities into practice

1. ENRICH WORLD-CLASS SCHOLARSHIP

We enrich teaching, learning and research at UQ through the work of specialist librarians, an outstanding collection, the provision of a range of learning spaces and an array of tools and services which underpin eLearning and eResearch. We will continue to raise awareness of our role across the university and ensure that we support the University's strategic directions.

Libraries have always been at the heart of learning and teaching, but changes in pedagogy and student behaviour have combined to place greater and newer demands upon us. We are seen as a central provider of learning space and technology on campus and are increasingly seen as part of the teaching team, delivering higher-order information literacy training to students across a range of disciplines.

In the research environment our traditional role as provider of information to support the research process has evolved into the curation of research data and outputs. We also play a strong part in supporting research assessment activities.

Our relationship with the wider community has also grown in recent years and we seek actively both to support university-wide links and to foster our own relations with our alumni, government and health agencies, local groups, and cultural, social and academic institutions.

Identification of services and structures central to academic endeavour, developing a model to effect this integration, and collaboration with others in the University will be important steps in our making the fullest possible contribution to the learning, teaching and research environments.

THE LIBRARY WILL:

- 1.1 Define and promote its role within the University, with the University's strategic partners, and with the wider community, by clearly describing and marketing its information resources and services.**
- 1.2 Form active partnerships with the teaching and research units of the University and affiliated partners.**
- 1.3 Ensure that it offers an appropriate range of resources and services to its diverse client communities.**
- 1.4 Support research excellence by developing the strength and accessibility of its collections and its team of specialist liaison librarians in current and emerging research areas.**
- 1.5 Provide targeted access to information resources through purchase and licence and through high quality search and retrieval tools to best meet teaching needs and current and emerging research strengths.**



Putting the priorities into practice

2. ENHANCE THE STUDENT EXPERIENCE

Students are by far the largest of our client groups and have demanding expectations of high-quality learning environments, technology provision and ready access to resources to support their studies. Many regard the Library as the place in which active learning takes place, often through collaboration with peers, whilst others turn to us for quiet study space. Significant numbers of students are immersed in social networking technologies and expect us to deliver services and information through that environment, but some look to us for basic IT training and support. These are indicative of the diverse nature of our student community, all of whom we need to serve. One common feature is the time pressures faced by students. We will need, increasingly, to ensure that our spaces and services are accessible when students need us and are not constrained by conventional hours of service.

As the University increases its offerings in the eLearning world we will ensure that our information resources integrate effectively with the virtual learning environment, and that our service delivery is aligned with the delivery of other online tools.

THE LIBRARY WILL:

- 2.1 Respond to student expectations of flexibility in service delivery by reviewing and refining its current service philosophy, modes and practice.
- 2.2 Meet students' needs by developing web-based services integrated with the University's eLearning environment.
- 2.3 Foster the development of information literacy through effective information skills programs in a range of formats.
- 2.4 Support the University's Teaching and Learning Enhancement Plan and Graduate Attributes.
- 2.5 Work with the University to implement a plan to renew space for student use which provides a secure and stimulating environment for formal and informal interactions and which reflects the varying needs of individual students.



Putting the priorities into practice

3. BUILD THE DIGITAL RESEARCH ENVIRONMENT

The scholarly information environment has transformed over the past decade through the emergence of open access publishing, networks of digital resources and the affirmation of protocols such as the Budapest Open Access Initiative. These developments have taken place alongside an overwhelming growth in the availability of scholarly information in electronic format. Most recently, deep back-files of complete runs of journals and the digitisation of printed books have augmented contemporary information released electronically at the time of publication. Extensive access to digital material in both the short and long term is increasingly vital for scholarship and research.

The Library also plays a leading role in defining, creating and managing the University's eResearch infrastructure. This is most evident through the development of the University's repositories for research data and outputs and responsibility for the curation of the vast data produced through eResearch.

Technology also offers the Library an opportunity to capture treasures from its collections and showcase these to the world.

THE LIBRARY WILL

- 3.1 Inform the university community of/on scholarly communication issues such as the open access movement, licensing and copyright compliance, and publication impact factors.
- 3.2 Develop digital tools to enhance access to all collections and other research resources.
- 3.3 Lead the development of sustainable digital curation strategies in the University.
- 3.4 Support the University's research assessment and reporting activities by providing and maintaining a repository for publications and research datasets.
- 3.5 Extend its digitisation activities, developing a strategy, program and facilities to digitise its collections.



Putting the priorities into practice

4. PROVIDE CONVENIENT AND CUSTOMISED ACCESS TO INFORMATION

Convenient access to information and services is an expectation of clients today. Academic staff and students lead increasingly busy lives and need to be able to identify and access library information and services irrespective of time and location. The volume of information which can be accessed through the Library has increased vastly in recent years, and clients need tools which easily help them to identify resources which will meet their needs. The Library's physical spaces also must adapt to keep up with changing user demands. Inherent in this is the need to offer a flexible assortment of individual and group study space.

THE LIBRARY WILL

- 4.1 Develop integrated services that maximise the Library's contribution to scholarship.
- 4.2 Redevelop its virtual spaces to enhance customised and personalised access to information.
- 4.3 Expand information and support services to ensure all client groups have easy access to library expertise and knowledge.
- 4.4 Redevelop physical spaces in response to emerging trends in the learning environment and the teaching practices of the University.
- 4.5 Ensure that physical and virtual spaces support the needs of diverse user communities and modes of access.



Putting the priorities into practice

5. MAINTAIN AND DEVELOP COMMUNITY PARTNERSHIPS

The Library's primary users are the staff and students of the University, and the staff of hospitals in which joint university/hospital libraries operate. Beyond that, the Library also works closely with other universities, cultural and heritage organisations and research agencies. Strong links are maintained with other organisations associated with the University including secondary schools, alumni and the wider community of which it is part.

THE LIBRARY WILL

- 5.1 Collaborate in strategic activities for community benefit with industry, business and professional groups and cultural institutions, and with agencies at city, state, national and international levels.**
- 5.2 Deepen collaboration with strategic partners such as UQ teaching hospitals and secondary schools, by developing service packages targeted at these client communities.**
- 5.3 Contribute to the enhancement of relationships with the University's alumni through the provision of information services to alumni.**



Putting the priorities into practice

6. PRACTISE ETHICAL AND ACCOUNTABLE GOVERNANCE

The Library manages one of the largest organisational units in the University, employing 250 staff across 20 locations. Ethical practice in all areas of operation is critical, and the accountable management of resources - financial, human and physical - is a top priority. A high degree of operational transparency as well as open channels of communication are key elements in achieving this.

THE LIBRARY WILL

- 6.1 Conduct a review of its services, costs, expenditure and income and refine the financial model for its services based on an understanding of cost drivers, and implementing economies of scale.
- 6.2 Participate in the University's commitment to best practice in environmental sustainability.
- 6.3 Contribute as appropriate to University governance.



Putting the priorities into practice

7. DEVELOP AND SUPPORT OUR PEOPLE

Library staff are respected in the University for exceptional service and professionalism. Staff development and training opportunities aligned with the changing requirements of the information profession and the university environment will ensure that staff continue to develop the skills they need to implement the Library's strategies.

THE LIBRARY WILL

- 7.1 Develop its people to deliver its strategy, by providing a range of opportunities for skills training and career development, and by fostering leadership potential.**
- 7.2 Recognising future business models, implement sustainable workforce planning.**
- 7.3 Strengthen collaboration with professional colleagues and library educators to redefine the roles of Library staff.**
- 7.4 Reinforce its program of cultural renewal and strengthen its organisational values.**
- 7.5 Raise its profile as an employer, with the objective of becoming an employer of choice in the academic library sector.**



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