

# INTERIM LIBRARY STRATEGIC PLAN 2013-2017

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## THE LIBRARY IN THE UNIVERSITY CONTEXT

The *VU Agenda*, the roadmap for achieving the University's strategic plan *Excellent, Engaged, and Accessible*, has at its core a program of organisational, workforce, curriculum, research and infrastructure reforms. The three major products of these reforms: the establishment of a flexible, sustainable and agile University, the formation of seven new dual sector colleges and a trades college, and the identification of distinctive specialisations, will deliver quality educational and world standard research outcomes and will continue to direct the activities of the Library into the future.

Also driving the future of the University are: its mix of Higher Education and Vocational and Further Education courses and the provision of pathways; a student cohort that has a high percentage of low SES students from diverse backgrounds, 45 per cent of whom are mature age; and the large number of VU students studying offshore. Although the Library cannot influence any of these drivers, it must continue to assist the University by providing services that meet the needs of these students.

The Library provides most of its information resources and services over the internet to all students and staff, including local students who cannot attend the Australian campuses and international students at locations provided by partners in Asia and Europe. The Library also provides learning spaces, information resources, facilities and services to support the University's students and staff members at campuses in the western suburbs of Melbourne, the Melbourne city centre and Sydney. This strategy describes how the Library will continue to apply quality improvement methodologies to ensure its services are of the highest quality that our students and staff can expect, and will engage closely with the Colleges, service areas, students and researchers in order to meet their evolving needs.

## A RATIONALE FOR CHANGE

### Teaching, learning and research reform programs

The *Blueprint for Curriculum Reform: Capabilities for the Future*, articulates how VU will prepare students to become "successful lifelong learners, grow their skills and capabilities for the changing world of work, and be confident, creative, ethical and respectful, local and global citizens". As noted by the *NMC Horizon Report: 2012 Higher Education Edition*, students operate in a world where information is everywhere and it is critical for them to be able to make sense of this information and assess the credibility of information. The Library will work with Colleges to advance an informed, practical and sustainable way of supporting teachers and academics develop research skills and assessment tasks within VU's blended learning framework; integrate Library services and resources in the curriculum; and draw on e-learning tools to create dynamic learning experiences that contribute to student success.

The Library supports the development of research students at different stages of the research lifecycle and will continue to provide training programs ranging from data management planning to scholarly publishing. It will contribute to the University's ambitious research and knowledge exchange goals, in the areas of: provision of quality scholarly information resources with a focus on distinctive specialisations, researcher training and advice, the Research Ambassador program, the VU research repository, the contribution to ERA and HERDC reports, and research data management initiatives. Additionally, the Library will enhance the University's 'research life' by hosting seminars designed to facilitate discussion and debate on the topic of scholarly communication.

### Technological developments

The Library manages an increasingly sophisticated array of technological systems and services. The technologies that support Library collections and services are an amalgam of discovery layers, repositories, library management systems, third party platforms and search engines linking to subscription resources and are situated in a complex web environment, hosted institutionally and externally. The delivery of these services is currently to individual desktops,

however, the growing uptake of mobile technologies such as tablets and smartphones will require the delivery of content that is mobile compatible.

Library systems are increasingly focused on electronic rather than print resources and provide advanced analytics to inform the acquisition of resources around user demand. These systems will increasingly move to cloud-based environments and open systems that integrate an extensive range of information and data sources.

### **Learning Commons**

At VU the student experience is enhanced by Learning Commons at five of the seven libraries. A Learning Commons delivers a broad mix of educational support services along with social areas, flexible, premium learning spaces for different learning styles, computing facilities, contemporary information resources and food services. It is a learning environment that is information rich and technology enhanced, offering both research and learning support services. Throughout the University, most general-access computing is offered in Learning Commons, including large screens in study rooms, standard, fixed PCs and laptops, video conference facilities, projection facilities for teachers in large training rooms and multi-function devices that provide scanning, printing and photocopying services. Learning Commons will evolve and develop so that they continue to offer value for student learning into the future.

### **Organisational Development and Workforce Reform**

The University's aspirational goals and improvement strategies include a greater focus on shared services within which the Library can play a positive corporate role. For Library staff it will mean adopting an approach that enables new ways of working and thinking for agile processes and service quality improvement. Another key theme of workforce development will be transitioning staff now supporting the physical library into roles appropriate for the digital library and developing the skills and capabilities required to meet the information management demands of online scholarship, publishing, digital curation and blended learning environments.

### **Trends in information provision**

Access to quality information resources is central to the student experience. Students are balancing the competing demands of work, study and family life and want easy access to information resources at places and times of their choosing. The Library will continue to support the information needs of students and researchers by focusing most funds for new acquisitions on electronic information formats, thereby establishing a world standard digital research collection to support the University's areas of distinctive specialization. This approach supports the University's Blended Learning strategy and course delivery locations that are based across multiple sites, both locally and internationally. It should be noted that the rapid growth of electronic resources in libraries worldwide is driven by user demand, as demonstrated by the ongoing popularity of e-journals, as well as the industry shift to publishing, often exclusively, in digital formats.

The Open Access movement is similarly transforming research practice and scholarly publishing, increasing the potential for wider dissemination and impact of scholarly works. There is also a growing demand for providing access to research data at the point of publication. Organizing access to research outputs and data has become a major focus for libraries along with related areas such as copyright management, digitisation projects and developing publishing interfaces. The Library will continue to facilitate the exposure and impact of university research outputs such as journal articles, theses and unpublished research collections via the open access VU Institutional Repository and extend its role to support other scholarly outputs such as learning objects. The Library also proposes to contribute to the University's ambitious research goals by becoming a scholarly publisher of research outputs such as University journals and books.

## MISSION

### The Library's purpose

Victoria University Library is integral to the University's mission and vision by enabling access to quality information resources, providing excellent learning spaces and services, and supporting the University's research activities.

## VISION

### How we see ourselves achieving our mission over the next three to five years

The Library will:

1. Advance and deepen quality partnerships with the Colleges to support learning, teaching, curriculum development and research
2. Renew scholarly information resources predominantly in electronic formats to support the University's distinctive specialisations in research, learning and teaching
3. Determine the future of residual physical collections in collaboration with key stakeholders
4. Enhance the ability of patrons to easily find the information they require
5. Re-conceptualise virtual and physical learning spaces within Learning Commons
6. Refresh staff capabilities especially in support of the move of services and collections to online, curriculum development, blended learning, and scholarly publishing
7. Publish open access VU scholarly works including journals and books
8. Grow the University's art collection with a focus on the west of Melbourne

## STRATEGIC OUTLOOK

The Library's strategic outlook will serve to develop, focus and consolidate Library planning over the next three to five years. It will identify the areas where the Library must achieve change in order to fulfil its mission.

### 1. Student Experience and Curriculum Development

In five years:

- a. Libraries and Learning Commons will provide learning spaces, facilities and services that are responsive to changes in student needs throughout the student life cycle at each campus
- b. Library information resources will be integrated with digital learning environments for each course enhancing student learning
- c. The Library will work with suppliers to ensure that information resources are mobile compatible to support client use of mobile devices
- d. Newly acquired information resources will be purchased almost exclusively in electronic formats, ensuring availability when and where required
- e. Most video and music resources will be provided in streamed formats, enabling easy and convenient access
- f. Library-student communication and interactions will be two-way, friendly and personal, sensitive to students' needs, and supported by dynamic, context-specific web-content
- g. Library support for education and research skills development will be integrated within 80% of the curriculum and delivered using blended learning strategies
- h. Library collections and services are internationalised

In ten years:

- i. Learning Commons at each campus will provide flexible, premium spaces for learning, teaching and social interaction
- j. The Library's new information resources will be all electronic: online, networked and customisable for learners within digital learning environments
- k. Remaining physical collections will be research collections or closed access special collections
- l. Library support for education and research skills development will be integrated within 100% of curriculum so that all bachelor degree students leave the University able to conduct independent research

### 2. Research and Knowledge Exchange

In five years:

- a. The library will manage premium spaces for research students at each campus library, enhanced by specialist technologies
- b. The Library will have world standard research collections to support the University's distinctive specialisations
- c. Researcher profiles will be automatically populated by data extracted from the Institutional Repository
- d. 70% of current research output will be available via the open access Institutional Repository
- e. The Library manages an enterprise-wide open access research data repository which links to published outputs and allows independent discovery
- f. The Library will manage a scalable and sustainable service for supporting digital scholarship and publishing and will publish open access University journals and books

In ten years:

- g. There will be Research Hubs with flexible spaces and equipment and peer to peer support within a Learning Commons at each campus to foster interaction between discipline areas
- h. To enhance the world standard research collections supporting the distinctive specializations the Library will host seminars and other activities designed to facilitate research exchange and debate
- i. VUIR will be in the Top 5 of Australian Institutional Repositories for its high proportion of full text open access content as measured independently
- j. 70% of University open access research data is linked to published research outputs available through the institutional repository.
- k. The Library will publish five scholarly books and five journals annually through an e-press

### 3. Industry, Community & External Affairs

In five years:

- a. A specialist, digital research collection of national significance, incorporating scholarly commentary and interpretation will be under development
- b. Library special collections will be subject to a pilot study of scholarly commentary, study, evaluation, and interpretation
- c. Learning Commons gain significant community use as part of the 'Footscray as a University Town"
- d. A strategy for the University's art collection that engages with the west of Melbourne, including acquisitions displayed in public areas of the University, will be implemented

In ten years:

- e. A world-renowned specialist, digital research collection will be established
- f. Books will be published arising from commentary on its (distinctive) specialist/research collections
- g. A proposal to construct an art gallery for the University's art collection as part of 'Footscray as a University Town' will be developed

### 4. Organisational Development & Resources

In five years:

- a. The capability profile of library staff will be aligned to new Library models
- b. The Library negotiates and acquires e-textbooks and third-party learning resources on behalf the University
- c. The Library manages the University's learning object repository

In ten years:

- d. The Library has established a national reputation as a learning organisation through its publication record and contribution to the library/information profession
- e. The Library staffing profile will comprise a diverse, multi-generational, and technically skilled workforce where a greater per cent of the staff have specialist qualifications to support the broader range of activities undertaken by the library.

### 5. Campus & Infrastructure

In five years:

- a. There will be refurbished or new fit-for-purpose Learning Commons at St Albans and Sunshine and plans for a Learning Commons in the proposed tower building in Melbourne city
- b. The Learning Commons will include an enhanced wireless network, extensive provision for use of new student and staff electronic devices, and high end equipment and specialist software
- c. Library managed student printing and copying and the cost recovery solution will be extended to other student computing services to provide a consistent quality of service across the University
- d. A cloud hosted library system will be organized around workflows for organizing and delivering electronic resources
- e. A University funding metric for Library information resources is developed, informed by University research and teaching requirements, regulatory measures, professional societies' compliance guidelines and benchmarking data with comparable Universities
- f. Evaluation of Library information resources and services usage is linked to students' learning success

In ten years:

- a. New Learning Commons spaces will be at the proposed tower building in Melbourne city
- b. Student and academic-owned electronic devices will be ubiquitous with limited provision of "general access" computers
- c. A new paradigm in resource discovery focused on organizing electronic information resources with a "next-gen" library management system will be implemented