The University of Queensland Library
Your Partner in Scholarship

STRATEGIC PLAN 2013-2017

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Images
Front cover: Duhig Building, UQ St Lucia Campus.
This page: PACE Health Sciences Library.

INTRODUCTION

The Library is an essential element in the strong culture of excellence at The University of Queensland.

It is well known for providing world-class information resources and high-end access infrastructure. The Library also encourages independent learning and peer interaction through its role as an elite learning environment. It 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 to meet the information needs of those involved in learning, discovery and engagement at The University of Queensland.

Professor Deborah Terry
Senior Deputy Vice-Chancellor

The University of Queensland Library is pleased to present its latest strategic plan, which will provide the framework for our key activities over the next several years.

Underpinning the planning process was broad and varied input from our user community about their expectations for the UQ Library, now and into the future. As a central unit serving the entire UQ community and beyond, the UQ Library has to balance the sometimes conflicting requirements of a large and diverse user population. Anticipating and meeting the information needs of our diverse user community will be essential for the UQ Library to continue providing services that add value to UQ's learning, discovery, and engagement objectives.

The UQ Library, like all major research libraries, has undergone extraordinary change during the last two decades, largely in reaction to broad-reaching external changes in information technology and scholarly communication. While we've attempted to fully embrace our digital present and future, we must also continue to provide appropriate support for our significant existing print collections, now and for the foreseeable future. We're fortunate to have a new Library warehouse at the Gatton campus, allowing us the flexibility to relocate lesser-used print collections out of prime real estate on the St Lucia campus, which facilitates the creation of additional user spaces for learning and research. One of the clear messages we've taken on board from students is that they value (and want more) study spaces in the Library. The provision of accessible, flexible, well-equipped spaces for a variety of learning activities is an important component of the Library's contribution to the UQ Advantage.

Against the challenging backdrop of a constrained higher education funding environment, currency fluctuations that hinder our ability to acquire relevant resources, and publisher pricing models that increasingly disadvantage libraries, the UQ Library is fortunate to have a dedicated, knowledgeable staff ready and able to partner with the UQ community to achieve creative solutions and services in support of scholarship.

Robert Gerrity
University Librarian

THE LIBRARY IN THE 21ST CENTURY UNIVERSITY

For over one hundred years, UQ Library has served generations of scholars. We have developed extensive collections of books, journals, and manuscripts, organising and preserving them to maximise accessibility. We are 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, however, information has become ubiquitous. A vast range of scholarly information is now available online, and Google and other search engines have defined new information seeking behaviours. Alongside these changes in the information landscape sit transformations in the scholarship of our university. Research 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 imagine 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 collections, and the quality of our Library buildings. Clearly, we will 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 enhance their Library experience. Students seek flexible study space, and facilities for group work. Others demand quiet and individual study space. All continue to expect high quality computer facilities to be available. For some, the Library remains the place where research is conducted. Inevitably, against the broad backdrop of a static footprint for Library facilities, the overall demand for user space must be viewed

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

alongside the long-term vision for the location and distribution of collections.

In developing our strategy for the next five years, our first step was to seek engagement with our stakeholders. Over six months, the strategic planning team invited academics, students and Library staff to help shape the Library's key strategic priorities. We used multiple tools: online and paper forms, a webpage, a blog, e-polling, scenario-based stakeholder focus groups, a workshop, and an eight-session roadshow.

Via a spotlight on the Library's home page, we invited all our users to respond to the question: "If the Library Genie granted you three wishes, what would you wish for?"

Library staff were encouraged to contribute, with Library managers given ten focused questions to stimulate their thoughts. These questions initiated discussion at a two and a half day managers' workshop. The workshop included an extensive environmental scan of global trends, and the circulation of strategic plans from other major research libraries. By the conclusion of the workshop, a draft plan was available for broad consultation.

The draft was sent to all Library staff, along with our existing mission statement and values. Feedback was collected during the roadshows, and further refinements were made. The Library Policy and Planning Group, and the Library Executive, debated and approved the final version. The plan truly represents a collaborative effort incorporating the ideas of many different stakeholders. The Library's strategic plan for the next five years is detailed on pages 9 to 12.

p. 5: Students use the computers and study spaces in the Biological Sciences Library.

OVERVIEW OF THE UNIVERSITY OF QUEENSLAND LIBRARY

OUR CLIENTS

The Library supports over 46,000 students, and 6,750 academic and professional staff. Other clients come from groups with which the University has formal links, such as staff of the major teaching hospitals, as well as Alumni, and the wider community. There are six Faculties within the University and eight Institutes, as well as the central support services to whom the Library provides information access.

OUR INFORMATION RESOURCES

The Library has one of the largest academic collections in Australia, which is by far the biggest in Queensland. It encompasses more than 2 million print volumes, over 116,800 electronic and/or print journals, 500,000 plus ebooks, and in excess of 1,000 online databases. The collection also holds microforms, videos, off-air recordings (from free-to-air and cable services), as well as extensive 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

Library staff provide highly regarded services that support the learning, discovery and engagement needs of a large research intensive University. Our staff cross a number of occupational groupings - librarians and library support staff; IT specialists, IT support and help desk staff; administrative staff; and specialists in research data management, research metrics, human resources, finance, facilities, marketing and outreach.

Library staff strive to deliver services that are responsive and innovative, utilising new technologies. There is strong emphasis on staff development and training in recognition of the need for Library staff to be multi-skilled, flexible and adaptive to the changing needs of our community.

OUR SERVICES

Services provided by the Library are delivered online and at sixteen service points. These focus on the specific needs of our client base and include the following:

Resources	Resource discovery	IT assistance	Spaces (many available 24x7)
• teaching, learning and research materials in a wide variety of formats for on-site use and loan • online learning resources • document delivery services for all students and staff • video and audio streaming of off-air television, radio and cable programs	• discovery support for the use of information resources • Ask a Librarian online help/chat • provision of information literacy programs • research support and assistance, including advice on citation metrics, scholarly publishing, open access, digitisation, repositories and research data management • bibliographic software and training in its use	• Ask I.T. computer help and training for students • IT training for UQ staff • copy and print facilities	• casual seating • individual and group study spaces • Graduate Study Centres • specialist facilities for clients with disabilities

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

OUR INFRASTRUCTURE

Technology Infrastructure	Physical Infrastructure
The Library's information technology infrastructure is critical to the success of its service delivery. Within our Library spaces, we maintain a large fleet of workstations and other technology. These provide print, copy and digitisation facilities, and access to diverse information formats. Using an appropriate and evolving mix of on-premise and cloud-based systems, we manage multiple server and storage platforms. These provide the networked information management and access capabilities that enable us to meet our service delivery objectives. Through analysis of our systems and resource usage, the Library strives to broaden and deepen our understanding of the diverse interactions our users have with existing and emerging information ecosystems. We leverage that understanding to provide high-quality services and resources in formats and delivery modes that best meet our users' needs. We support excellent scholarship whether it is done at a table in Library space with pen and paper and a pile of open books, or done completely online via a networked device located anywhere in the world. Through systems such as UQ eSpace, the University's institutional repository, we preserve and enhance the value of our unique collections. UQ eSpace also exposes the research and other intellectual outputs of the University by making them discoverable and accessible to the world.	• The Library's 15 branches are located across the St Lucia, Herston, Ipswich and Gatton campuses, in the Dental School, in the major teaching hospitals, and in some regional hospitals. Library staff are grouped under five services: · Research Information · Scholarly Publishing and Digitisation · Library Resources and Technology · Teaching and Learning (St Lucia) and · Marketing, Outreach and Corporate. • All Library spaces have undergone refurbishment in the last ten years. A recent major project saw the construction of a purpose built warehouse at the UQ Gatton Campus. This facility will enable the Library to remove lesser used collections from branch libraries in order to provide more learning spaces.

OUR MISSION

The Library is integral to learning, discovery and engagement at The University of Queensland. We provide access to high quality scholarly information resources, client focused services, and physical and online spaces that support teaching and research at the University.

We provide pathways to enrich learning and research experiences that enable engagement with the University and the wider community.

OUR VALUES

A Approachability	R Respect	E Excellence
F Flexibility	I Integrity	T Teamwork

OUR STRATEGIC PRIORITIES

Learning	Discovery	Engagement
The User Experience		
Content, Tools, and Services		
Learning and Discovery Partnerships		
UQ Engagement		
People and Culture		

p. 8 top: Inside the UQ Ipswich LIbrary.
p. 8 bottom: A Research Librarian assists a students in the Social Sciences and Humanities Library.

1. THE USER EXPERIENCE

Understand library users' research and library experiences, and use that information to shape collections, spaces and services

It is essential that the Library delivers services and spaces that anticipate and meet the needs of our diverse user community. To do this, the Library will harvest and analyse all available data, and create service-based metrics to inform decisions regarding future collections, space and services. The Library strives to provide excellent physical and online collections and spaces, and will continue to do more to facilitate effective access.

The volume of information accessible through the Library has increased vastly in recent years and the Library must enable easy, intuitive access to its physical and online resources. We know that academic staff and students lead increasingly busy lives, and they expect to identify and access library resources and services irrespective of time and location. Analysis of our business intelligence data will enable the Library to develop pathways that simplify access. This will remove some time pressures library users have faced when engaging with library spaces in the pursuit of learning, discovery and engagement.

The Library will also evaluate the effectiveness of its physical spaces. These must be configured flexibly to respond to user demands, and to deliver individual and group study space as required.

The Library will:

- Maximise the Library's value by understanding and meeting user needs
- Ensure users can access the highest quality resources to support learning, discovery and engagement
- Enhance the user experience by enabling easy and effective access to physical and online Library spaces

2. CONTENT, TOOLS, AND SERVICES

Provide services and scholarly resources in formats that best fit user needs

The Library strives to broaden and deepen our understanding of our user communities' diverse interactions with existing and emerging information ecosystems. We leverage that understanding to provide high-quality services and resources in formats and delivery modes that best meet our users' needs. We preserve and enhance the value of our unique collections and the research and other intellectual outputs of the University by making them discoverable and accessible to the world.

The Library will:

- Evaluate and develop our suite of e-learning tools
- Develop research infrastructure to support digital scholarship, and to maximise the use and impact of UQ's unique collections and capabilities
- Develop a Library-wide structure for data capture and analysis to inform decisions on resource allocation
- Partner with key organisations to explore and develop innovative services

3. LEARNING AND DISCOVERY PARTNERSHIPS

Ensure that the Library provides the best possible support for learning, teaching and research by developing new strategies for working with users, through collaborations and partnerships

We will develop procedures which identify the services and structures central to academic endeavour. Fundamental to this process are the Library's collaborations and partnerships. It is through partnership and collaboration that access to high quality information and resources, as well as first-class research and teaching infrastructure, will be provided.

The Library will work with the academic community to develop new strategies that will help shape library collections and services of the future. Expert, flexible and responsive library staff will be an integral part of this process. Library staff will strengthen the Library's role as an essential partner in research, teaching and scholarly communication. This will be through engagement and collaboration with all levels of the UQ community, at multiple points in their research, teaching, learning and publishing. In doing so, we will ensure that the Library supports the University's strategic directions. We will inform the University community on scholarly communication issues including the open access movement, licencing and copyright compliance, and publication impact factors.

The Library will:

- Expand and develop services and systems that promote quality outcomes in a globally competitive research environment
- Collaborate with our academic partners to leverage e-learning developments
- Integrate Library teaching support with academic programs
- Champion open research and other emerging scholarly trends and initiatives
- Partner with researchers and RHD students throughout the research cycle to maximise high-quality outcomes and impacts

4. UQ ENGAGEMENT

Articulate how the Library's collections, services, and initiatives support the University's engagement activities

Principally, the Library's clientele are the staff and students of the University, and the staff of hospitals in which joint university/hospital libraries operate. The Library also connects with external universities, cultural and heritage organisations, and research agencies.

Through its collections, services and initiatives, the Library actively engages with and enriches the University's global and local partners, including secondary schools, alumni and the broader community.

The Library will

- Engage with Industry, Government, Alumni and Community through communication strategies that make Library resources, services, and facilities more visible, utilised and valued
- Create cultural experiences and resources for the local, national, and international community
- Build Library capacity and capability for fundraising and engagement

5. PEOPLE AND CULTURE

Maximise the value of the Library culture and human resources

Library staff are respected in the University for their exceptional service and professionalism. Our staff underpin all that we do across learning, discovery and engagement. Staff development and training opportunities will align with the changing requirements of the information profession and the university environment. This will ensure that staff continue to develop the skills they need to implement Library strategies

The Library will

- Foster a Library culture that promotes a whole of UQ approach
- Ensure staffing models are responsive and flexible
- Empower our staff to succeed and thrive in a changing environment
- Sustain and develop a capable and committed staff through recruitment, development, support and recognition

p. 12 bottom: A Research Librarian assists a students in the Social Sciences and Humanities Library.
p. 13 top: Students in the Reading Room of the Social Sciences and Humanities Library.
p. 13 bottom: Dorothy Hill Engineering and Sciences Library

The University of Queensland Library