![Griffith University Queensland, Australia Library logo]

Library Strategic Directions
2021-2025

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Acronyms

AI	Artificial intelligence
ALIA	Australian Library and Information Association
ARDC	Australian Research Data Commons
CAUL	Council of Australian University Librarians
F.A.I.R.	Findable, Accessible, Interoperable and Reusable Access Policy
OAA	Open Access Australasia (formerly Australasian Open Access Strategy Group)
QULOC	Queensland University Libraries Office of Cooperation

Supporting documents

Academic Plan 2021-2025

Griffith University Open Research Statement

Griffith University *Strategic Plan 2020-2025 Creating a future for all*

Library Mission, Vision and Values

Library Services and Foundations

Library Space Principles

Research and Innovation Plan 2021-2025

Roadmap to Sustainability[1]

Scholarly Resource Strategy

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[1] Copy and paste https://www.griffith.edu.au/staff/roadmap-sustainability into a browser to access the link

Message from the University Librarian

2025 will mark Griffith University's 50th anniversary. The years 2021-2025 will see the University transition from being a "young" university to an established institution confidently taking on the significant challenges of the 21st century. In parallel, the Library will continue to transform and look to the future to meet the challenges and embrace the opportunities ahead. In this spirit, the Library embraces the goals outlined in the Griffith University *Strategic Plan 2020-2025 Creating a future for all* and in the *Roadmap to Sustainability*.

Over the next five years we can expect continued rapid changes in the higher-educational context, both locally and globally. Digital disruption, globalisation of knowledge, evolving pedagogical models, increasing complexity of and reliance on data, plus national policy and funding uncertainty will continue to be factors impacting Griffith. This, in combination with the scholarly information and communication landscape undergoing fundamental change, will drive the Library's direction.

Griffith's vision as a university of influence is being realised by placing students at the centre of all that we do, developing graduates confident to face the future, and undertaking ground-breaking research that makes major contributions in solving tomorrow's problems. The Library will play an integral role in the realisation of these goals.

The Library, as a student community hub, delivers more than traditional resources, services and skills to students and staff. It is recognised as a place for knowledge sharing and collaboration across disciplines, providing safe and welcoming spaces (both physical and virtual) which encourage reflection, research and innovative thinking. As such, services and activities are interwoven into all aspects of the University's business and provide important touchpoints across the student journey. Our staff are valued partners with scholars and researchers, ensuring that contemporary scholarly information practices underpin Griffith's research, teaching and learning. This standing presents the Library with a strong foundation to build on our reputation for operational excellence and as a user-centred collaboration partner to support Griffith's future intent.

We must be clear about our priorities yet flexible in our strategies and application in shaping those priorities. We must honour our values, support and nurture our staff, and continue to build and innovate our systems, processes and technologies. In doing this the Library will become a valued essential connector and a dynamic, vibrant entity fostering community, dialogue and creativity.

By 2025 the Library will be acknowledged as a transformational partner for academic and professional areas across the University. The Library will purposefully contribute to Griffith's priorities and the emerging opportunities of the rapidly evolving tertiary environment.

Maureen Sullivan
University Librarian, Griffith University

Griffith UNIVERSITY
Library

VISION

Enable | Enrich | Engage

MISSION

Partnering to deliver the learning, teaching and research goals of the University.

We foster a range of information, library and digital expertise to enrich our students' experience and equip them with future-focused skills and attributes.

We enable access to high-quality scholarly resources and provide an engaging digital presence, as well as inclusive on-campus spaces for creativity, innovation and learning.

LEARNING

We create an environment that encourages and supports continuous learning.

We each seek opportunities for our own development.

We ensure people have the skills and capabilities to achieve our common goals.

LEADERSHIP

Our leaders inspire a shared vision, lead by example, and create an environment in which we can work to our full potential.

We are all encouraged to take initiative and lead; our leaders believe in our abilities and trust our decision making.

PEOPLE

We collaborate with our community to create and provide excellent library, learning and research services.

We recognise, celebrate and reward effort and achievement.

We actively encourage individuality, value diversity and promote open communication in an atmosphere of mutual respect and trust.

AGILITY

We anticipate and respond to change and explore new ways of doing things.

We take risks and embrace challenges.

We encourage independent and creative thinking.

1. VALUES

By 2025:

✓ The Library will significantly contribute to the University's values-led commitments to First Peoples, environmental sustainability, diversity and social justice.

Strategic Priorities

1.1 Focus the Library culture on improving the total library experience for all users, including encouraging diversity, imagination, experimentation, teamwork and initiative as core values.

Evidenced through:

- *Embodiment of the [Library Values statement](#) through staff behaviour and actions.*
- *Development and enactment of a dynamic Library Engagement Plan based on the leadership actions of boundary spanning collaboration, creative thinking and continuous improvement to strengthen and expand the recognition of the Library as a transformational partner within the University community and beyond.*
- *Tangible and visible expressions of the Library's contributions to Griffith's First Peoples and Sustainability Goals.*

"We will ensure our campuses are safe and welcoming for all students, including those who are culturally and linguistically diverse, differently able, LGBTIQ+, First Peoples, and female."

Academic Plan 2021-2025 (page 6)

2. PEOPLE – SKILLS AND CAPACITY

By 2025:

✓ The Library will actively commit to the critical importance of recruiting, nurturing and developing our library and information workforce with the knowledge and capabilities relevant for an increasingly competitive and global digital knowledge economy.

Strategic Priorities

2.1 Grow staff capacity, confidence and capability in delivering an evolving range of services required by the University for the global digital knowledge environment.

Evidenced through:

- *Purposeful management of the Library staff profile.*
- *Development of strong leadership capability through engagement with information and knowledge industries to embrace and apply best practice professional leadership and influence.*
- *Establishment of an environment where staff enthusiastically embrace new roles, new ways of working and the application of emerging technologies.*
- *Strategically aligned opportunities for secondments which build skill sets across the Library and support succession planning.*
- *Establishment of effective mechanisms to nurture, coordinate and utilise the range of skills, experience and knowledge of Library staff in the delivery of timely and interactive services.*
- *Proactive engagement across the Library's staffing profile with industry, external vendors and consortia to build and increase the value of professional expertise and influence.*

3. LEARNING AND TEACHING

By 2025:

✓ The Library will provide leadership in bridging pedagogy and technology initiatives across academic groups, campuses and organisational silos while also being deeply embedded in student success initiatives at the ground level.

✓ The Library will be instrumental to the success of the digital agenda, being one of the key touchpoints through which students develop digital literacy and engage with digital technologies.

Strategic priorities

3.1 Equip our students with life-long knowledge, skills and attributes through scaffolded programs delivering the academic, digital, information and library skills needed to succeed in an increasingly complex work environment.

Evidenced through:

- *Measurable impacts on Griffith Graduate of the Future key actions.*
- *Breadth and depth of quality embedded library resources, skills and programs.*

3.2 Evolve library services to align with the University's digital transformation of the teaching and learning experience.

Evidenced through:

- *Tailored and relevant digital-by-design services and skills development programs supporting the distinctiveness of a Griffith learning experience.*
- *Proactive inclusion of the student voice in service design, development and delivery processes [direct connection to Strategic Priority 6.1 evidence].*
- *An engaging web presence with a focus on user-centred interaction.*

3.3 Co-create with University partners, both academic and professional, robust, seamless and efficient services supporting student success.

Evidenced through:

- *Reach and relevance of personalised, digitally-enabled and targeted library services.*
- *Provision of proactive lynchpin services and support for student academic interventions, contributing to retention and academic success.*

"We will promote a team-based approach to learning and teaching involving close collaboration of academic and professional staff and students at all stages of curriculum design and delivery. This will include staff in the Academic Groups as well as the Library, and central divisions."

Academic Plan 2021-2025 (page 11)

4. RESEARCH

By 2025:

✓ The Library will be a key stakeholder and partner in the Griffith research ecosystem, contributing to both the processes and the products of research.

✓ The Library will have a key role in enabling the accessibility, reach and scholarly impact of Griffith's research and helping promote the profiles of Griffith's researchers.

✓ The Library will provide leadership in the implementation of data scholarship policies and practices, including the increasing drive towards open research.

✓ The Library will lead and deliver services to support best practice in scholarly communication through traditional and alternative publishing models.

Strategic Priorities

4.1 Library contributions are well established and recognised as both fundamental and transformational to the research goals of the University.

Evidenced through:

- *Substantial engagement across all parts of the research lifecycle with the Library's innovative specialist researcher skill development training, advice and advocacy in alignment with the University's research goals.*
- *Significant researcher uptake of the contemporary suite of researcher tools and platforms available through the Library which enhance the accessibility and impact of Griffith research.*
- *Strong, comprehensive digital collections supporting the University's strategic research priorities – Beacons and Spotlights.*
- *Well-attended and valued networking and development opportunities and events.*

4.2 Facilitate a university-wide approach to open scholarship to realise both the societal potential as well as enhance the visibility and reputation of Griffith's world class research.

Evidenced through:

- *Successful operationalisation of the Griffith Open Research Statement and open scholarship initiatives such as F.A.I.R. and Plan S to increase access and use of Griffith research.*
- *Engagement with and contribution to national and international groups, systems and partners such as Open Access Australasia (OAA).*

"…Griffith supports researchers through every stage of the discovery to impact lifecycle in a way that provides substantial benefit to the researcher and the University. This includes supporting researchers to build strong profiles and communicate the impact of their research globally and, in doing so, enhance Griffith's research profile, visibility and reputation."

Research and Innovation Plan 2021-2025 (page 16)

5. OUTREACH

By 2025:

- ✓ The Library will contribute to Griffith's partnership initiatives, both local and international, through matured engagement models.

- ✓ The Library will deepen engagement with our alumni.

- ✓ The Library will be an active participant in national and international professional organisations to stay future-focused and deliver benefits to Griffith students and staff.

Strategic Priorities

5.1 Contribute in a targeted and tactical approach to local and national professional bodies and consortia (e.g. CAUL, ALIA, QULOC, OAA, ARDC) to maximise industry impact and return on investment.

Evidenced through:

- *Increased opportunities for all Library staff to participate and engage with significant professional bodies.*
- *Proactive engagement across the Library's staffing profile with industry, external vendors and consortia to build and increase the value of professional expertise and influence.*

5.2 Identify and redefine our understanding of who our users are and how they can engage with the Library through a lifetime of learning.

Evidenced through:

- *Expanded reach of Library access and services to Griffith's community, including alumni, industry and schools.*
- *Expanded resource access to support new course offerings, such as micro-credentials.*

5.3 Build on the multi/inter-disciplinary value of library spaces to provide engaging and inclusive physical and virtual spaces for creativity, innovation and learning with the wider community.

Evidenced through:

- *Utilisation of the flexibility of Library spaces to create opportunities to facilitate public events, discussion, debate and academic conversations that contribute to Griffith research and academic goals.*
- *Significant and mutually beneficial partnerships established with organisations, groups and schools, targeted to campus locations.*

"*Engagement must be at the heart of Griffith's way of working. It is through engagement that we play a key role in driving economic, social, environmental, cultural and health benefits for our communities. It is through partnerships that we will be able to produce graduates who are ready for the new world of work and undertake research that tackles the big questions of the future. It is through meaningful engagements with our local communities and the wider public that we affirm our place as a civic university driven by values.*"

Griffith University *Strategic Plan 2020-2025 Creating a future for all* (page 14)

6. EVOLVING SERVICE MODELS

By 2025:

✓ The Library will undertake continual refinement and evolution of our activities and operations, applying a deep commitment to understanding user needs and robust measurement and analysis of success to inform our decision making.

✓ The Library will be an exemplar for operational excellence through the provision of quality, targeted services that deliver maximum benefit and value to the Griffith community.

✓ The Library will deeply engage with users to inform and influence the development of services, resources and spaces that are of significant benefit to the Griffith community.

Strategic Priorities

6.1 Deliver operational excellence through the deliberate and targeted design and development of quality, innovative and aligned services that deliver maximum benefit and value to the Griffith community.

Evidenced through:

- *An established mature service management approach and framework providing clarity of purpose and operational context for teams and individuals.*
- *Implementation of an evidence-based program of continual service refinement and evolution.*
- *Proactive inclusion of the user voice in design, development and delivery review processes [direct connection to Strategic Priority 3.2 evidence].*

7. COLLECTIONS

By 2025:

✓ The regularly reviewed and revised Scholarly Resource Strategy will provide a clear roadmap for collections and a set of goals to address complex internal and external drivers and emerging access models. Our collections will deliver sustainable access to highly relevant, contemporary scholarly resources for learning, teaching and research.

✓ The Library will continue to challenge traditional academic library collection practices whilst meeting legislative requirements and the expectations of our community.

✓ Library collections will be principally electronic. Targeted reductions in physical collections will enable high value library spaces to be released to increase safe, welcoming places for shared knowledge development, collaborative innovation, research and reflection.

Strategic Priorities

7.1 Enable, deliver and maintain scholarly resource collections supporting excellence in learning, teaching and research.

Evidenced through:

- *A robust Scholarly Resource Strategy ensuring the library collection requirements are embedded in University policy, management and operational plans.*
- *Deliberate management of the Library Resource Budget in an environment of emergent acquisition and licencing models with a strong focus on suitability-for-purpose, financial sustainability and high return on investment.*
- *Provision of a diverse and aligned range of resources and resource discovery tools and training to the academic community.*
- *Actively seeking opportunities to build on collection accessibility and relevance.*
- *Leveraging the shift from physical to digital to free up valuable library space and creatively re-purpose those spaces to enable meaningful curriculum-driven learning activities in our libraries (in line with Library Space Principles).*

8. LIBRARY ECOSYSTEMS

By 2025:

✓ The Library will shape the vision for, and deliver operational excellence in, the provision of library and information services, resources and facilities to capitalise on the opportunities for Griffith in an increasingly digital world.

✓ The Library will be recognised as a rich knowledge, social, spatial and technological asset, integral to Griffith's success.

Strategic Priorities

8.1 Ensure sustainable transformation of the Library's digital infrastructure to enable effective, efficient and fit-for-purpose library tools, systems and services.

Evidenced through:

- *Delivered planned and staged infrastructure improvements in line with business needs.*
- *Implementation of a next generation Library Services Platform.*
- *Best practice management of fit-for-purpose, flexible and innovative systems.*
- *High quality user experiences across all channels, both online and in-person.*

9. LOCATIONS - PHYSICAL AND DIGITAL PRESENCE

By 2025:

- ✓ The Library will build on our established heart of the campus and multi/interdisciplinary hub status to provide physical library locations that enhance the student experience and promote and showcase University achievements.

Strategic Priorities

9.1 Leverage the reduction of the physical collection's footprint to reimagine the 'Library as place' to include both physical and virtual spaces in the context of 2025 and beyond.

Evidenced through:

- *Successful co-location of student-centred services, beginning with first tier Student Connect and IT support.*
- *Investment in innovative new spaces such as student studios, Artificial Intelligence (AI) labs and presentation spaces where the Library is a platform for diverse learning and is central to stimulating new curricula and experiential learning opportunities (in line with Library Space Principles).*
- *Staged winding down of Mt Gravatt Library in step with University milestones.*
- *Development of innovative and technology-rich plans for the new City Campus Library in collaboration with stakeholders.*

"Like our physical campuses, the Digital campus is not just a learning space, but a community space that includes opportunities for student and staff connection, and access to the Library, Student Support Services, and student-led activities such as clubs and societies."

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