Griffith Library 2017-2020

Enriching research, scholarship and the student experience
Introduction

The higher education sector is continuing to change rapidly, with digital disruption, evolving pedagogical models, a data deluge and national policy and funding uncertainty impacting upon future directions. The scholarly information and communication landscape is also undergoing fundamental change as illustrated by this quote from the recently released European Commission report on Realising the European Open Science Cloud:

“But let’s not ignore the facts: the science system is in landslide transition from data-sparse to data-saturated. Meanwhile, scholarly communication, data management methodologies, reward systems and training curricula do not adapt quickly enough, if at all, to this revolution. Researchers, funders and publishers (I always thought that meant making things public) keep each other hostage in a deadly embrace by continuing to conduct, publish, fund and judge science in the same way as in the past century.”

Against this backdrop Griffith’s vision as a university of influence is being realised through placing students at the centre of all that we do, developing graduates of influence, and undertaking ground-breaking research that makes a major contribution to society. Griffith’s Library is integral to realising these goals, particularly as we reconceptualise research and scholarship for a data-saturated environment. The Academic Plan 2017–2020 and Research and Innovation Plan 2017–2020 provide the Griffith context in which the Library Plan operates and evolves.

The Library remains a place for knowledge sharing and collaboration across disciplines, for providing the spaces and facilities, both physical and virtual, to encourage reflection, research and innovative thinking. Our library and information professionals are critical partners with scholars, researchers, professional staff and students, ensuring that contemporary scholarly information practises underpin Griffith’s research, teaching and learning.

Within this complex, rapidly changing, transformative environment, a Library Plan must inevitably be a living document. Singular fixed strategies are not sufficient, just as singular metrics are unlikely to tell the whole story of our achievements. To remain relevant to the development and success of Griffith’s strategic priorities, continuous improvement and innovation in our services will be essential. This plan outlines our intentions for the following three years. It will be reviewed annually and recast in response to Griffith’s strategic priorities and emerging opportunities generated by the rapidly changing environment.
Learning, Teaching and the Student Experience

Griffith 2020 Goal: To provide an excellent educational experience to attract and retain students who, regardless of their background, will succeed at university and become graduates of influence.

Our close and well-established connection with our students means that the Library has a key role to play in placing the student at the centre of what we do as a university. The Library contributes to improving student learning outcomes, student satisfaction, employability, success and retention through a range of strategically connected and flexibly delivered services.

The Library provides the discipline-specific information expertise to support learning and teaching, ensuring our students have the transferable skills necessary to navigate and participate in the increasingly complex digital information landscape. As a valued teaching and learning partner, we provide support for the curriculum, from development through to delivery. Our teams work with academics to co-design curricula, ensuring students develop academic, digital and information literacy with access to library and learning resources which meet Griffith’s aims for flexibility and access.

Our services, both digital and physical, are heavily used by students\(^2\) and highly valued, as demonstrated by the Tell Us Survey\(^3\) consistently ranking the Library as the University’s top performing student service. We will continue to evolve our services to support Griffith 2020, including increasing student choice through greater use of online channels for service delivery.

Our Library spaces are the most heavily used spaces on our campuses\(^4\). Clearly ‘library as place’ still matters. Our libraries are vibrant learning and meeting places throughout the whole year, enriching our campuses and continuing the tradition of the library as the physical heart of a university. As the heart of the campus, the Library is open, safe and inviting, providing clearly designated spaces that are conducive to study and learning and welcoming to all.

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2 The Library website is in the top three most used sites by students. Library staff handle more than 250,000 student enquiries and consultations each year through multiple channels. The number of workshops delivered into specific courses and the number of students participating in workshops continues to rise. Percentage increase 2016 to 2017 was 38% for UGRD and 414% for PGRD.


4 Approximately two and a half million students visit our libraries each year.
Our Library spaces will continue to support the University’s focus on innovation and entrepreneurship. Although much scholarly information is available electronically, effective use of space and technologies increases the Library’s appeal as a ‘knowledge and creativity commons’. The Library will embody both a social space and a place for thinking, offering quiet spaces for individual study and reflection, places in which to engage and collaborate, ready access to specialist expertise and curated spaces where art, literature and music meld seamlessly, where activities (performances, exhibitions) happen.

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<td>Goal 1: Embed academic, digital and information skills development and library and learning resources within the curriculum to enhance student learning, success and retention.</td>
<td>1. Work in partnership with academics and other key stakeholders to embed agreed literacies within a refreshed academic program architecture.</td>
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<td>2. Identify, promote and deliver appropriate, innovative and accessible library and learning resources to support programs.</td>
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<td>Goal 2: Provide personalised, context relevant, digitally enabled student services part of a University-wide student-centred service model.</td>
<td>3. Develop and implement deliberate service changes in response to changing student expectations, and emergent technological opportunities.</td>
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<td>4. Mature our approach to the use of analytics to enhance the student experience.</td>
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<td>Goal 3: Transform library spaces to stimulate new curricular and experiential learning opportunities.</td>
<td>5. Develop and implement a plan to optimise the use of the Library’s spaces.</td>
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<td>6. Continue to evolve the multi-channel library environment to maximise resource discoverability, accessibility and usability of our services.</td>
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**How will we know we’ve achieved this?**

- Increased number of programs, year on year, with embedded academic, digital and information literacies.
- By 2018 co-sponsorship with Learning Futures of Digital Literacies Special Interest Group.
- By 2018 implement the Library Academic Skills Model (ASM) to support student employability outcomes through PebblePad workbooks.
- Increased reach and relevance of Library services through use of analytics-driven, personalised, digitally enabled services.
- Implement a consistent, scalable, preemptive and multi-channel service model.
- By 2019 Library Space Plan developed and implemented.
- All newly obtained, required and recommended readings will be in electronic format only by 2018 and greater than 95% of all required and recommended readings will be available online by 2019.
- By 2020 reliance on print and physical collections will have been minimised, with collection footprint reduced by 50% from the 2016 baseline size.
Research and Innovation

Griffith 2020 Goal: To continuously improve our research performance and, through our research, deliver social dividends.

Libraries are integral to the practise of research, traditionally providing access to the world's research publications and more recently assisting academics with research data access and management. The Library works in partnership with our researchers, and with relevant external agencies, to ensure our researchers have access to expert scholarly information advice, services, collections and infrastructure to assist them in their research and scholarly communication.

We are shifting our service focus to support our researchers in the development of the new research skills which are required throughout the research lifecycle. The researcher-centric service focus will align with Griffith’s strategic research priorities. In collaboration with internal partners, such as the Griffith Graduate Research School and Academic Groups, we will ensure our Higher Degree Research (HDR) candidates and Early Career Researchers (ECRs) develop the research information literacies necessary for the changing scholarly communication and research landscape.

In partnership with Office for Research, we will work to maximise the impact of the University’s research and scholarship, supporting open models for disseminating research outputs. We will continue to engage with researchers to increase awareness and uptake of the research publications and data repositories available to support open research and scholarship.

The Library provides services and systems that enable Griffith’s research and scholarly outputs to be secured, discovered, shared appropriately, and managed as valuable institutional assets. Through the development and delivery of a robust, globally relevant, research information management systems environment, we will assist in maximising the discoverability, accessibility and visibility of the work of Griffith’s researchers and scholars.
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| Goal 4: Advance Griffith's information and digital research skills and practice to support the continuous improvement of the University's research performance. | 7. Work in partnership with the University's key research service providers to develop and implement tailored support services across the whole research lifecycle.  
8. Develop and implement effective research data management services, targeting higher degree research candidates and early career researchers as a priority. |
| Goal 5: Deliver innovative research information services which enhance the accessibility and impact of Griffith's research. | 9. Leverage existing partnerships and emergent international systems to maximise the value and availability of Griffith's research outputs.  
10. Ensure the works of Griffith's researchers are appropriately curated, managed and made accessible. |
Staff

Griffith 2020 Goal: To attract and retain excellent staff who, through their teaching, research and professional support, will positively contribute to Griffith’s development as a university of influence.

The Library recognises the critical importance of recruiting and developing our library and information workforce with the knowledge and capabilities relevant for an increasingly competitive, global, digital knowledge economy. The Library will develop, reward and recognise the capability of our workforce as a critical priority, as we transition from ‘reader services’ to ‘author services’, from ‘problem solver’ to ‘partner in scholarly communication’. Library staff will be supported to perform at a high level through efficient team structures and processes; professional development, reward and recognition programs; mutually beneficial partnerships; and supportive resources and infrastructure.

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<td>12. Facilitate staff contributions to professional and academic discussions by fostering relationships with key organisations throughout the University and the sector.</td>
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How will we know we’ve achieved this?

- By 2019 implement a training and capability development program focussing on the new skills for learning and research excellence.
- By 2018 develop and run a program of initiatives to expose our staff to national and international thought leaders within the library and information industry.
- Established proactive collaboration and strategic service-driven relationships with academic and corporate administration staff areas leveraging portfolio capacity and capability.
- Library and information staff contributing to external professional initiatives, building partnerships, and contributing Griffith expertise to the wider community.
Sustainability

Griffith 2020 Goal: To be a sustainable university.

Griffith is part of a fast-paced, interconnected, digital, global scholarly communication environment. Increasing pressures are being placed on the traditional library subscriptions models with the rise of gold open access and article processing charges. Maintaining a sustainable library resource budget approach will be critical over the coming years. Such an environment also demands that the University ensures the authenticity and integrity of its scholarly information assets, while at the same time allowing use, reuse and sharing. In its role as a steward of Griffith-created content in the learning, teaching and research domains, the Library will actively advocate for, and promote, sustainable systems of open scholarship. It will also influence and engage with publishers, preservation agencies and other key stakeholders to establish appropriate and sustainable business and preservation models for digital content.

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<td>Goal 7: Provide Griffith University students, scholars and researchers with access to the resources they need to engage in outstanding scholarship and research.</td>
<td>13. Implement sustainable approaches to the acquisition and management of Library resources, maximising the availability of online resources through an e-only acquisition policy, ‘just in time’ access, and flexible procurement. 14. Prioritise a program of upgrades, replacements and continuous improvements to the suite of library/information systems supporting scholarly content management, tools and services.</td>
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<td>Goal 8: Ensure the authenticity and integrity of Griffith’s scholarly information assets whilst promoting use, re-use and sharing.</td>
<td>15. Provide services, systems and infrastructure that promote and preserve Griffith’s scholarly outputs as valuable assets. 16. Increase the richness of the Griffith Archive, adding oral and video histories and other material.</td>
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How will we know we’ve achieved this?

- By 2018 further decreases in print acquisition will be evidenced in 2017 budget expenditure report.
- By 2018 new models of acquisition will be in place including streaming video by Patron Driven Acquisition and Evidence Based Acquisition (EBA) for key subject areas.
- By 2018 upgrade core library management and interlibrary loan systems to reduce technical debt, align with sourcing strategy, and enable APIs for future integrations.