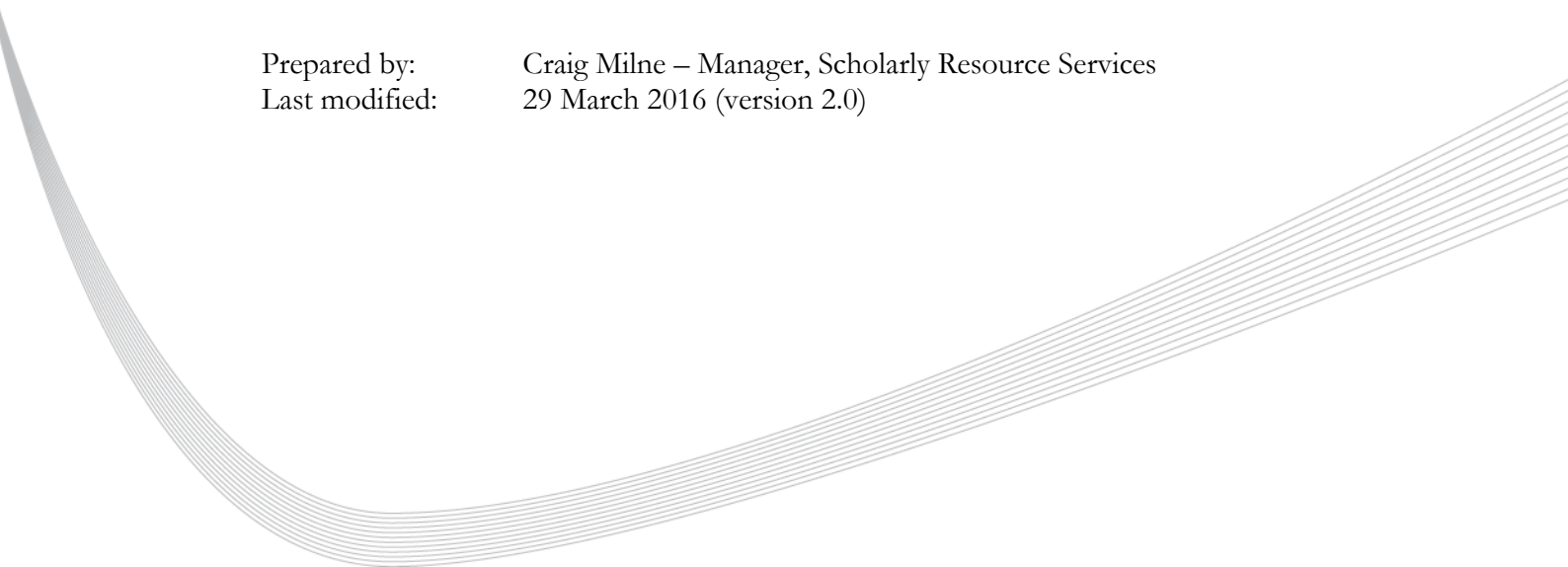


Scholarly Resource Strategy

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1. Context

The scholarly resource, scholarly communication and education environments are rapidly evolving and being transformed as they are increasingly digitally disrupted. Griffith's traditional approaches to managing and acquiring scholarly resources, and to making visible and discoverable the outputs of our scholars, must change if they are to meet the needs of Griffith's current and future students and academics in the most effective and efficient manner.

This Scholarly Resource Strategy has been developed to underpin Griffith's key overarching strategies and goals. The Griffith 2020 agenda seeks to cement Griffith's position as a university of influence throughout the Asia Pacific region, through both research of significant societal benefit and graduates who make a positive difference in their field of endeavour. The Griffith Model of Education highlights the need for a strong focus on high quality outcomes in learning and teaching and a student centred approach.

The purpose of the Scholarly Resource Strategy is twofold. It is to both increase the accessibility of Griffith's scholarly outputs¹, facilitating influence, and to ensure sustainable access to highly relevant, contemporary scholarly resources for teaching, learning and research. It does this by establishing a clear focus and set of goals to address internal and external drivers that include:

- New business models for resource acquisition and access
- New technologies, content formats and communication channels
- Open access publishing
- Greater demand for flexibility in online course delivery
- Internationalisation of scholarship
- Financial sustainability

New models for providing access to and acquiring scholarly resources are constantly emerging. The models for acquiring new and managing existing, scholarly resources must be future focused and challenge traditional academic library collection practices. Only by taking a bold step change in the approach to scholarly resources access models will the Library be able to fully support Griffith's goals and aspirations, whilst agilely and flexibly responding to a rapidly changing environment within a constrained funding envelope.

The Scholarly Resource Strategy reflects the legislative requirements for scholarly resources as set out in the Higher Education Support Act 2003 (HESA 2003) and is informed by guidelines issued by the Tertiary Education Quality Standards Agency (TEQSA), specifically the [TEQSA Guidance Note: Information resources](#).

Key documents informing the Scholarly Resource Strategy

- [Griffith 2020](#)
- [Enhancing a high performance culture – the “Griffith Model” of Education](#)

¹ Including journal articles, conference papers, theses, grey literature, creative works

- [Griffith Model of Education – Progress Report](#)
- [Higher Education Support Act 2003](#)
- [TEQSA Guidance Note: Information Resources](#)
- [Griffith 2020 IT Strategic Directions](#)
- [Griffith University Research Plan 2013-2017](#)
- [Information Management Framework](#)

2. Vision and Goals

The vision for the Scholarly Resource Strategy is to provide Griffith University students, academics and researchers with digital access to the resources they need to engage in outstanding scholarship and research and to make the scholarly outputs of the University discoverable and accessible.

The goals of the strategy are to:

- Provide access anytime and from anywhere to the scholarly resources required for teaching, learning and research in an online and on campus environment
- Ensure the scholarly resources in Griffith's collections are highly relevant and discoverable
- Minimise the reliance on print and physical resources thereby increasing accessibility and significantly reducing the footprint of the physical collections maximising library space available for students
- Ensure the ongoing sustainability and responsible management of the Library Resource Budget.
- Capture and manage Griffith University's scholarly outputs as a University asset
- Maximise the impact and influence of Griffith's scholarly outputs by ensuring that they are discoverable and accessible.

These goals and vision will be realised by working to a set of scholarly resources principles and strategies broadly grouped under the headings of:

- Collections,
- Selection and procurement,
- Discoverability and accessibility and
- Financial sustainability.

These four strategy areas are highly interconnected as are the underpinning /supporting actions and guidelines. Success in implementing the strategy will be measured by meeting future state targets including:

Scholarly Resources

- By 2017- All new required and recommended readings will be in electronic format only.
- By 2018 – Greater than 95% of all required and recommended readings will be available online
- By 2020 – Reliance on print and physical collections will have been minimised with the collection footprint reduced by 50% from the 2016 baseline size.

Scholarly Outputs

- By 2016 - A new institutional repository (Griffith Research Online - GRO) will be in place, including improved indexing by discovery services like Google Scholar

- By 2017 – HDR theses are migrated to GRO and strategies are in place for the capture of outputs not in scope prior to 2015, e.g. reports, working papers, conference items, creative works
- By 2017 - Annual targets for open access versions of outputs will be in place:

3. Scholarly Resource Principles

The scholarly resource principles provide the foundation for the Scholarly Resource Strategy and guide short and long term goals. These principles are designed to enable agile and flexible responses to the rapidly changing contemporary and future environment.

The principles are:

1. Electronic only – Electronic access and acquisition of scholarly resources is preferred over print, subject to availability, licensing conditions and cost.

This will maximise the flexibility for students and researchers to access resources anytime and from anywhere, ensure that legislative requirements can be met, and enable the best return on investment of the Library Resource Budget.

2. Open Scholarship – The use of open access e texts, books, journals and other open scholarly resources will be supported as a valid alternative to subscription and purchased resources where appropriate.

This will contribute to the financial sustainability of the Library Resource Budget over the long term as more high quality open access scholarly resources become available and are adopted, and will drive a commitment to support open access.

3. Just in time – Access to resources will be provided as and when they are required rather than acquiring resources just in case or for one off use.

This will ensure that we can provide access to the broadest range of resources required by researchers and academics while focusing on the financial sustainability and optimal return on investment of the Library Resource Budget.

4. Flexible procurement – A balanced approach to resource procurement will be adopted that will include purchase, subscription, evidence-based and patron driven models.

This will enable access to contemporary scholarly resources through alternative and emerging models while maintaining a focus on return on investment and the financial sustainability of the Library Resource Budget.

5. Active and relevant collections – Collections will be maintained and managed which meet the current learning, teaching and research needs of the university and represent Griffith's scholarly output.

This will ensure that scholarly resources (print and electronic) are managed within an information lifecycle using evidence to drive collection development and allowing the deselection of low use, duplicated and inactive materials across campuses and online.

6. Integrated collections – Collections, scholarly resources and scholarly outputs will be centrally managed and discoverable.

This will ensure all scholarly resources and scholarly outputs are shared, managed, made discoverable and accessible in a consistent manner enabling learning, teaching and research and maximising the return on investment in scholarly resources across the university.

7. Financial sustainability – Resources that are offered through a non-sustainable business model will not be selected or procured.

This will ensure that Griffith can influence and continue to drive the need for new and sustainable business models for access to scholarly resources and will assist in managing a sustainable Library Resource Budget.

4. Collection Management

Griffith University's scholarly resource collections include physical and electronic resources. There are three broad collections at Griffith University:

- **Core Active collection** - the core resources used for teaching, learning and research comprised of the physical campus collections and online resources.
- **Scholarly Collection** - the scholarly outputs of Griffith academics and researchers including but not limited to Higher Degree by Research theses, open access material in Griffith Research Online, grey literature, creative works, research data and published works of Griffith academics.
- **Legacy Collections** - collections which have previously been donated to the University.

Collections now, and into the future, need to be digital to ensure that resources can be accessed anytime from anywhere. With the progression of an e-only strategy and as more resources become digital the print and physical collections will age, become less relevant and more costly to store and manage. The physical collections also consume high value space that students are demanding for collaboration and quiet study. A step change is required from the current print and physical resource collections to fully digital collections. The value and need for print and physical collections must be reevaluated in the context of Griffith University's strategic directions.

The overarching Collection Strategies (CS) are outlined in Table 1 below.

CS1	Continuously review all resources, physical and electronic, and maintain only active and relevant collections.
CS2	No longer accept donations of scholarly resources, with the exception of items for the Scholarly Collection.
CS3	Review and assess the Legacy Collections and formats (slides, microform, and hardcopy maps) to evaluate their ongoing relevance. Make alternate arrangements for these collections as appropriate.
CS4	Minimise the physical footprint of the collections.
CS5	Engage with academics and researchers to ensure that scholarly outputs are obtained for inclusion in the Scholarly Collection

Table 1- Primary Collection Strategies (CS)

5. Selection and procurement

All selection and procurement will align with and enable the Griffith Model of Education and the Griffith 2020 agenda. This demands the flexibility in resource access and delivery offered through online channels. There are multiple existing and emerging models for the procurement and provision of access to scholarly resources online (etexts, ebooks, ejournals, databases, streaming video and audio, images, maps and other primary sources) that remove the need for physical resources which require large collection spaces.

The selection and procurement strategies in combination with the collection strategies will focus on the availability of online resources and maximise the use of existing online collections.

The procurement strategies will enable the transition of existing core active print and physical resources to an online environment and reduce the heavy reliance that currently exists on print and physical resources across the curriculum. Learning and Teaching policy and processes must evolve in parallel to enable a focus on selection and procurement of online resources to ensure the best possible student experience and to ensure that Griffith University can meet its legislative requirements under HESA 2003 as more courses are offered online.

The selection and procurement strategies will ensure that researchers have access to key resources through the core active collection and to additional resources through sustainable and cost effective “just in time” access to resources.

Key strategies for Resource Selection and Procurement (RSP) and are outlined in Table 2 below.

RSP1	Implement an e-only acquisition policy for all new scholarly resources required for the Core Active Collection.
RSP2	Select and procure resources based on program and course requirements, usage data and the strategic directions of the University.
RSP3	Support and enable the use of open access scholarly resources including etexts, books and journals where the material is relevant to Griffith's needs.
RSP4	Ensure Griffith University can meet its legislative, contractual and reporting obligations under the Higher Education Support Act 2003, CAL and OUA agreements.
RSP5	Maintain an optimised balance of subscription, ownership, patron and evidence-based resource procurement to achieve the best return on investment from the Library Resource Budget.
RSP6	Undertake high level proactive engagement with vendors and publishers to influence and develop new models for online resource delivery and procurement that meet the needs of Griffith University.
RSP7	Collaborate with academics, committees and other stakeholders to ensure the intent of the Scholarly Resource Strategy is appropriately embedded in the relevant policies, processes and services across the University.

Table 2 - Resource selection and procurement strategies

6. Discoverability and accessibility

Discoverability and accessibility of scholarly resources is a critical component of the student experience and with the internationalisation of scholarship it is important to meet the demand for flexible access to highly relevant resources anytime from anywhere.

The wealth of information available online is growing exponentially. Scholarly resources that are discoverable and accessible through the Griffith systems must be focused and relevant to the learning, teaching and research needs of the University. Where possible, they should be delivered at the point of need, such as within the learning management systems to enable a student centred approach.

Constrained library budgets and ever increasing resource costs require alternatives to building collections of resources that are only of potential use for students or researchers. New approaches to providing greater “just in time” access to resources are essential. The availability of quality open access scholarly resources is growing rapidly and the use of these resources as viable alternatives to commercial resources should be encouraged. This can be achieved through enabling the discovery and awareness of resources that could be used in Griffith programs and courses.

Newer sources of primary information and content are also emerging and becoming available including research datasets. System integration should allow for the discovery of these resources alongside the more traditional resources in a single search.

The discoverability and accessibility of Griffith’s scholarly outputs are critical to the University’s goal of being a university of influence. Effective capture and management of all scholarly outputs from theses, conference papers, journal articles, and reports through to grey literature, creative works and datasets is required. The University must ensure that scholarly outputs are discoverable and accessible by the global community in order for them to contribute to society, create research impact and increase the reputation of the University.

Key strategies for Discoverability and Accessibility (DA) and are outlined in Table 3 below.

DA1	Use new technologies to improve access to required and recommended course readings and support academics in providing access to resources within online learning environments.
DA2	Enable access to resources outside of the Core Active Collection through consortia agreements such as Bonus+, Interlibrary loan, document delivery and emerging alternative models for resource access and delivery.
DA3	Enable greater discoverability of open access scholarly resources that could be used within Griffith’s programs and courses
DA4	Enable the discoverability of and, where appropriate, access to primary research data sets
DA5	Ensure Griffith's scholarly outputs are effectively captured, managed and made discoverable and accessible.

Table 3- Discoverability and accessibility strategies

7. Financial sustainability

Griffith University has a core active collection of resources which has been recently reviewed to ensure that it meets the teaching, learning and research needs of the University.

There are multiple pressures on the Library Resource Budget, including a large exposure to the volatile currency markets (80% of expenditure is in foreign currency), annual increases in the cost of resources above CPI, and the need to provide greater access to new and existing resources online and as a result of program and course development.

In order to drive further return on existing investment in the core active collection and to more tightly manage costs, additional strategies will overlay those previously identified under the headings of Collections, Resource selection and procurement, Discoverability and access.

Strategies to further enhance the financial sustainability of the Library Resource Budget are outlined in Table 4 below.

FS1	Improve selection and procurement decisions by making better use of resource analytics from multiple sources.
FS2	Support open access initiatives and the use of open access resources
FS3	Maximise the use and return on investment of resources in the Core Active Collection through policy and guidelines that will influence resource selection for programs and courses
FS4	Engage with relevant stakeholders including, CAUL (Council of Australian University Librarians), publishers and vendors, to negotiate fair terms and conditions for access to resources and take a firm position against models that would be financially unsustainable.
FS5	Ensure copies of Griffith's scholarly outputs are obtained from Griffith authors to prevent the University having to purchase its own works.
FS6	Review and adjust the Library Budget Model to meet the changing requirements of funding required for flexible procurement including purchase, subscription, "just in time" access to resources and patron driven acquisition.

Table 4 - Financial sustainability strategies

8. Appendixes

Definitions

The definitions provided in this appendix provide a context for the use of the terms as they apply within the Scholarly Resource Strategy.

- **Scholarly resources**

Scholarly resources are the information resources used in the process of teaching, learning and research. They include books, ebooks, textbooks, journals, articles, reports, standards, scores, video, audio and visual resources.

- **Scholarly outputs**

The outputs of Griffiths academics and scholars which may take the form of books, book chapters, journal articles, conference papers, Higher Degree Theses, grey literature, creative works and data.

- **Grey Literature**

Information produced by organisations such government agencies, universities, think tanks, non-government organisations, corporations and professional bodies that is either unpublished or has been published in non-commercial form. Examples include reports, working papers, policy documents, conference outputs, theses, and newsletters.

- **Patron Driven Acquisition (PDA) / Demand Driven Acquisition (DDA)**

PDA and DDA are acquisition models that allow resources to be made discoverable by library users but they are only selected and purchased by the library after a defined trigger such as the number of views or uses. PDA and DDA models are available for books and video resources and typically books will be owned in perpetuity after acquisition but video PDA / DDA is often subscription based.

- **Evidence Based Acquisition (EBA)**

EBA is an acquisition model which allows access to a broad collection of resources over a time period with a pre commitment to a minimum level of spend at the end of that period. Usage data of resources over the period helps determine which resources are then purchased in perpetuity.

- **Subscription**

Resources are subscribed to on an annual basis and the subscription must be maintained to continue access to the resource.

- **Open access**

Open access resources that are those which can be accessed freely online.