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| MQ inline RGB | Implementation Plan for Review of University Library |

## Implementation of Findings and Recommendations

### Alignment of Mission and Goals of the Library with those of the University

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 1.1 | That the Library move beyond a view of itself as a provider of services to a view that encompasses a role of leadership for the University in the rapidly evolving information environment, and that this should be reflected in its vision, mission and goals. | University Librarian (UL) | Noted.The following efforts are being progressed:* The Library’s vision, mission and goals are being reconsidered in light of the review recommendations and will be updated in alignment with the University’s planning outcomes currently underway.
* In her first four months (Jan-April 2013), the University Librarian has deeply engaged in understanding the current situation and scanning for gaps in the information environment at Macquarie. Library staff members are participating in Our University Framing of Futures project.
* The Library is developing a role which will focus on scholarly publishing policies, copyright and open access in the complex information environment.

Completed:* Partnerships Manager, a new senior position, was established in the Services Department as of Jan 2013. The position focuses on and facilitates engagement about service support requirements with Macquarie clients.
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| 1.2 | That the Library’s strategic plans and future directions are evaluated and clear priorities developed, especially taking into account the evolving roles in libraries and needs for information technology and systems support.  | UL, Associate ULs (AULs) | Completed:* Library IT is retained within the Library’s organisational structure as of February 2013. This will support the evolving, IT dependent, roles of the Library.
* Services department review was completed last year and the new structure implemented at the beginning of 2013. New roles were established with clear priorities to facilitate partnership with clients in developing services enable the move to the integrated online environment, to facilitate increased support for research, and to develop/manage services that effectively address demand and high use by undergraduates.

 Underway:* The Resources department review is currently underway and will be completed by late 2013. This review has a clear objective to consider how workflows will evolve with the move to a cloud based library system in 2014.
* As part of both Services and Resources reviews, staff capabilities are being assessed and development programs established as needed.
* The Library has an established and growing presence in the open access and copyright spaces which we will continue to develop as required.
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| 1.3 | That there may be an opportunity to re-define a place where the university conversation around strategic information issues for learning and teaching and research may be held, and positions developed for subsequent fora. It is recommended that rather than disbanding the Library Committee, consideration should be given to a range of options.  | UL, AULs | Underway:* The University Librarian is currently reviewing the role and operations of the Library Committee with recommendations to go to Senate in June 2013. A range of options are being considered.
* The Research support and Teaching & Learning support strategies developed in 2012 position the Library to engage with strategic information issues. These strategies focus on integrated partnerships and support. The 2013 action plans are attached.
* Library staff are members of the Steering Committee and Project Teams for University research data projects - and this membership is continuing to develop relationships across the University.
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### Effectiveness of Library Leadership

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| 2.1 | That the University recognise and support the efforts of Library leadership to gain recognition of the important contribution the Library can increasingly make in relation to learning, teaching and research, in addition tothe Library building as a new study facility. | UL and senior team | Noted.Underway:* Recognition usually follows engagement and performance. The Library is actively seeking opportunities to lead and actively partner with areas throughout the university and sector.
* The UL has proposed that the Library have a similar level of representation on Research committees as we currently do for Learning and Teaching. For example, she has proposed membership on the Research Strategy and Policy Committee, and membership on the Higher Degree Research Committee.
* A post occupancy building review is currently being conducted which includes the postgraduate and higher degree research spaces, our partners in learning support and consultation with our clients.
* Please see 1.3 regarding Library support strategies.
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### Efficiency and Effectiveness of the Library’s Infrastructure and Staff Capability

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| 3.1 | That the Library ensures Security Staff are assisting the Library in achieving its objectives. | Library Business Manager (LBM), AUL Services | Completed:* Library Business Services and Library Services have established service support and communication channels with Security services.
* Services review implementation includes an ongoing review of partnership with our stakeholders including security staff.
* Client feedback monitored and issues escalated as required.
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| 3.2 | That the location and role of the Learning Skills Help Desk be reviewed together with the reviews of the rest of the building. | UL, AUL Services, LBM, Learning Services | Underway: * A review of the physical location and services provided are part of the Library’s Building review and Services review projects. In particular, the ‘front of house’ Library experience is a priority with UL, AUL, Services and Library Business Services Manager liaising with Learning skills and other partners to identify issues, confirm directions and implement changes. A short paper is being progressed to propose a “converged service point” to be implemented as soon as possible.
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| 3.3 | That further investigation is undertaken to give a more granular comparison with other relevant universities, and that a more holistic analysis of the strength of the collection in areas of research strength be carried out. | UL, AULs, Manager, Planning & Development (MPD) | Underway:* Library Quality review project will confirm enhanced assessment and benchmarking options to inform decision making.
* A collections team has been established as a result of the Services Review, focusing on collection organisation and usage and on discovery tools. The 2013 Library Resources review is looking at all aspects of how we manage and assess our resources and collections.
* The Library Collections Strategy Group is in place to provide whole of library coordination and oversight of decisions relating to the book vote.
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| 3.4 | In the light of further analysis if it is recognised that what is presently afforded will not adequately support the university’s research aspirations, it is recommended that (a) opportunities available for reconsidering the balance of budget expenditure be explored; and, if still necessary,(b) a case be developed for increased expenditure on resources. | UL, AUL Resources | Underway:* The 2013 Library Resources review is looking at all aspects of how we manage, acquire and assess our resources. Benchmarking and trend analysis comparing our resources budget to other universities is being undertaken and will inform the 2014 budget submission.
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| 3.5 | That the Library consider the possibilities of identifying positions and releasing time for research support roles which may be created by implementing plans to(a) streamline workflows and implement a new collection management system;(b) shift more activities relating to UG skills development and resource provision to iLearn and iShare, where UG students are expecting to find it; and (c) explore options of working more closely with the Learning Skills team. | UL, AULs | Noted.Completed:* In early 2013 Library Services implemented a new structure with a very strong client focus and strategic portfolios of Client: Services, Collections and Partnerships/Information Literacy. These client focused teams enable constant monitoring and response to changing client needs and facilitates ongoing review of processes and redeployment of staff into the areas of current need. The focus is to improve support for research and to also meet the needs of our large undergraduate population.

Underway:* A shift to a “one to many” service provision will see a more robust approach to the use of various online products and services including online Lib Guides available to clients via iLearn/ via Web/ YouTube, also used to train staff (Library and Learning Services). We are actively partnering with the Learning and Teaching group to embed content into iLearn and iShare.
* The Library Resources review will determine options for streamlining workflows and preparing for the implementation ALMA, a cloud based library system, in 2014.
* The Library is active in the iShare implementation project and has made staff resources available to support this implementation. All resources currently accessible via e-Reserve will be made available in iShare.
* Library IT staff are providing expertise & resourcing to the ANDS research data management project to assist with project deliverables.
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| 3.6 | That IT applications staff remain in the Library structure, organisationally and physically. | UL, Manager IT | Completed: * Library IT team confirmed as ongoing members of the Library structure in February 2013.
* The planning for this group is now being reintegrated into the overall Library planning cycle focusing on partnerships and engagement with Informatics, longer term library IT needs and challenges and IT staff development.
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| 3.7 | That the university should be aware of and support the need for particularly strong leadership and change management capabilities together with a strong action orientation at senior levels of the library, in order to be able to deliver strategies and priorities while building the requisite staff capabilities. | UL and senior team | Noted.Underway:* The new University Librarian is in place with an extensive international leadership and change management background. Embedding an action oriented approach is an ongoing part of current changes to Library practices and staff development. This has begun as a strong emphasis on accountability and empowerment of staff to participate in making decisions about their areas of responsibility.
* A career path approach will be adopted to promote individual responsibility for career development. We anticipate we will implement the collaborative approach initiated by University of Western Australia/Bond and Griffith. The Library has been and will continue to invest in staff development including leadership, team management and support for specific roles as required.
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### Fitness for Purpose: Effectiveness of Library Services

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| 4.1 | That the Library monitor the profession’s research in the area of outcomes and make use of the information rather than trying to replicate the research.  | UL and senior team | Noted.Underway:* Applying evidence based research rather than replicating this research, is a Library priority. The 2013 Quality Review project is focused on identifying methods via environmental scanning and benchmarking activities and will recommend improvements.
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| 4.2 | Thatbyengaging with academic activities and becoming more embedded in the research cycle and the curriculum, the Library’s contribution to the University’s outcomes will be strengthened and will be more demonstrable. | UL, AULs | Completed.* The Library has worked in partnership to provide integrated information literacy content for the Masters of Research program for 2013.
* The Library’s participation in the HERDC collection process was refined in collaboration with the Research Office.

 Underway:* The Symplectic Elements software is scheduled for implementation in 2013 to assist with the HERDC collection process. This software will also be investigated to see how it can be used to assist with the provision of citation metrics
* Library content is being prepared with the view to it being integrated into iLearn units.
* The Research support and the Learning and Teaching support strategies developed in 2012 (attached) outline intended actions to embed content and Library support into the research cycle and the curriculum.
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| 4.3 | That the Library establish a framework for the metrics of success in terms of research engagement: measure the impact of shifting resources into the area. | UL, AULs | Noted. Underway: * Research support strategy framework developed in 2012 includes strategic context, goals, yearly action plans and associated success measures.
* The impact of the Services restructure will be monitored to understand the impact of changing the structure and roles.
* The 2013 Library Resources review will, as part of its activities be considering roles and services in the area or research support services.
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### Future Directions

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 5.1 | That the Library prioritise the Key Actions set out in the Future Directions**,** allocate resources to overcome any gap between strategy and implementation and allocate accountability for delivery.  | UL and senior team | Underway:* Key priorities have been included in the Library’s 2013 Action plan and are being considered as part of local reviews into Library Services and Library Resources. These reviews are largely focusing on gaps between strategy and implementation.
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