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**LIBRARY REVIEW 2012**

**Proposed Terms of Reference**

The standard terms of reference provided on the Quality Enhancement Framework website adequately capture the broad scope of the proposed Library Review:

1. Alignment of Mission and Goals of the Library with that of the University
2. Effectiveness of Library Leadership (both within the University and the broader profession) and Management, Organisational Structure and Governance, and Quality Enhancement processes
3. Efficiency and Effectiveness of the Library(its physical, fiscal, and I.T. infrastructure; and staff capability)
4. Fitness for Purpose – Effectiveness of Services provided by the Library to enable the University to meet its strategic goals in Learning and Teaching, Research and Community Engagement.

However, I expect that within this broad framework some of the areas of specific focus of the review will be:

1. Development of metrics around outcomes measures to demonstrate fitness for purpose, particularly in relation to benchmarking nationally and internationally
2. Workforce planning issues, including succession planning and change of culture and mindset
3. Emerging service models, including Library involvement with research data management, delivery of information resources to support various modes of learning and partnering in the development of graduate capabilities.

**Proposed Review Panel**

Because of the focus areas identified I recommend the following Panel composition:

**Chair**: Ms. Alison Crook, AO

Ms Crook has significant experience of the Macquarie context through her work on the Review of the Academic Structure and numerous internal reviews. She is also familiar with libraries and the profession and can therefore cover all of the areas of the Terms of Reference.

**Secretary**: Ms Meredith Martinelli, Manager, Library Planning and Development

Meredith leads the Library teams that provide the frameworks for the Library’s quality enhancement programs, communications and staff development in the Macquarie context. She is therefore well placed to provide the necessary support for the Panel.

**MQ Peer:** Professor Nick Mansfield, Dean, Higher Degree Research

Prof Mansfield’s experience at Macquarie covers both learning and teaching and research with a specific focus on the development of our Higher Degree Research Programs. He has extensive experience in HDR management, mentoring and policy at the departmental, faculty and university level. He has also been a member of a number of university policy and management committees, and has served as Deputy Chair of Academic Senate.He is currently a member of Library Committee of Academic Senate and is a representative of the Library’s client groups.

**External Discipline Experts:**

I am proposing three external discipline experts who can provide specific input to the focus areas identified:

Professor Helen Partridge

Library and Information Studies, Queensland University of Technology

In 2009 Professor Partridge received $219,000 Fellowship from the ALTC for a research project to re-conceptualise LIS education for the twenty-first century. Working with eleven other universities, she has led this project to establish a framework for the education of the information professions in Australia. After sector-wide consultation her final report entitled *Library and information science education 2.0: guiding principles and models of best practice* was submitted in 2011. Helen is therefore able to cover the general Terms of Reference and Issue b).

Ms Cathrine Harboe-Ree

University Librarian, Monash University

Ms Harboe-Ree is also the President of the Council of Australian University Librarians and has had significant input to the shaping of the eResearch agendas in Australia. Cathrine is therefore able to cover the general Terms of Reference and Issues a) and c) in particular.

Ms Anne Bell

University Librarian, University of Sydney

Ms Bell has recently taken up this appointment at Sydney and comes from a background as University Librarian at Warwick University and a former Chair of SCONUL. She has a particular interest in teaching and learning agendas and will bring an international perspective. Anne is therefore able to cover the general Terms of Reference and Issues a) and c)

I have attached a CV for the Chair and each of the proposed external panelists and the proposed schedule for the review for your approval. As agreed, the proposed schedule has been adjusted to allow the new University Librarian to prepare the implementation plan in early 2013.

Regards,

Maxine Brodie

**University Librarian**

13 April 2012

Approved: 

Professor Judyth Sachs

Date: 23 April 2012Alison Crook, AO

**B.A., (Hons), M.B.A., Dip.Lib, Dip.Ed., Hon D.Univ, Hon.D.Litt, F.A.L.I.A., F.A.I.C.D., F.A.I.M, F.R.I.P.A.A.**

**Managing Director, Waterview Consulting Pty Ltd – Sep 2005 - present**: Consultancies have included reviews and assistance with implementation in all aspects of corporate/support services, carried out as an associate of other companies, and individually, for a range of clients including Victoria University, Anglo Coal Australia, Sydney University, and Victoria Police. **Also Non- Executive Director** on the boards of Australian Volunteers International, St James Ethics Centre, and Gordon Darling Foundation.

As **Deputy Vice-Chancellor and Vice-President (Resources), Monash University, 2000 – Aug 2005**, Alison was responsible for all aspects of resources, including finances, properties, student and staff services, facilities and services, information technology, and legal services. In that role, amongst other things, she initiated and led the significant organizational change project involving implementation of a new approach to financial and property management throughout the university which includes 6 campuses in Australia, campuses in Malaysia and South Africa, centres in London and Italy, and has an annual turnover of app. $1 billion. She also developed the legal-financial structural model for a new Medical School as part of the Malaysian campus, and led the negotiations resulting in its establishment. She led the development of a new approach to commercialisation of the university's intellectual property, and became Managing Director of its new commercial arm.

Prior to joining Monash her career included senior positions in both state government and the private sector. As **Executive Director Operations, Serco Asia Pacific Pty Limited, 1997--2000** and **Managing Director Serco Transport Services 1998-2000**, initially seconded to Serco Ltd London (1997), she was responsible for oversight of HR and IT and communication policies across Asia-Pacific companies, plus broad oversight of contractual operations (5,500 staff). For Serco as a global outsourcing company, organisational restructuring and well managed change was acknowledged as the key to successful operations and she was invited to join the company because of her established reputation in this field.

While **Director-General State and Regional Development NSW, 1995-96**, Alison successfully amalgamated the Department of Business and Regional Development with State Development, a significant change project in itself, while continuing to develop programs and services for investment attraction and facilitation; export assistance, small business assistance, and provide policy advice on economic development for NSW. Achievements included obtaining support from all states for the creation of the Invest Australia program.

As **State Librarian, NSW, 1987-94** and **Deputy State Librarian 1982-87**, Alison was responsible for major organisational change and repositioning of the Library in community perception as a vital, relevant, technologically advanced and customer focused organisation. Under her leadership the Library developed additional sources of income through twelve small businesses, and established a Foundation which raised $7 million private sector support. The role also provides leadership and services to the public library services throughout the state, and she focused strongly on developing IT and managerial skills amongst public library staff.

**Professor Helen Partridge**



Professor Helen Partridge is based in the Faculty of Science and Technology at the Queensland University of Technology (QUT) Brisbane, Australia. Professor Partridge has published widely in the area of teaching and learning and has won a number of teaching awards including the 2004 and 2005 QUT Vice Chancellors Distinguished Teaching Award. Professor Partridge was elected to the Board of Directors of the Australian Library and Information Association (ALIA) in 2006 and 2008. Actively involved in ALIA, she is a member of the Research and Publishing Standing Committee and is the association’s representative of the International Federation of Library and Information Association's (IFLA) Library Theory and Research Standing Committee.

Professor Partridge received the State Library of Queensland Library Board award in 2007 for professional excellence. She is the coordinator of QUT's library and information science education program. In 2008 she received one of eight Associate Fellowships from the Australian Learning and Teaching Council (ALTC). The fellowship established guiding principles and models of best practice for 'LIS education 2.0'. The project acknowledged and explored the impact web 2.0 was having on the LIS profession and its education and training. Working with eleven other universities, she led a $219,000 project aimed at establishing a framework for the education of the information professions in Australia.

Professor Partridge's work in LIS education has recently been recognized through the receipt of a European Commission's Erasmus Mundus Scholarship. Through this scholarship she was a visitor scholar at the Oslo University College teaching in the International Master in Digital Library Learning. In addition to a focus on LIS education Professor Partridge's research interests include a focus on the way people use information in their everyday life. She is the lead investigator for an Australian Research Council Linkage grant ($269,000) exploring how ageing Australians use information to learn about their health. The three year study is being conducted with the Queensland State Department of Health.

**Cathrine Harboe-Ree**



Cathrine Harboe-Ree is the University Librarian at Monash University. She was a member of the Australian National Data Service Establishment Project Steering Committee in 2008 and, prior to that, was a member of the joint ministerial Australian eResearch Coordinating Committee and of the Australian eResearch Infrastructure Council (AeRIC). She was the Chair of the Commonwealth Government funded institutional repository project, ARROW from its inception to its completion in (2002-2008). She has established an electronic press for her university and leads university-wide research data management policy, planning and coordination. She is a faculty member of the Australasian CAUDIT EduCause Institute and a member of the Editorial Board of Australian Academic & Research Libraries.

Cathrine Harboe-Ree was elected President of the Council of Australian University Librarians (CAUL) in 2009, and re-elected in 2011 for a second term. She was previously a member of the Executive Committee from 2003 to 2008.

**Anne Bell**



Anne Bell joined the University of Warwick in 2003 from King’s College London, where she had worked as Director of Library Services and Deputy Director of Information Services and Systems (ISS) since 1995. At Warwick Anne was responsible for the provision of library and information service for teaching and research. This involved working closely with the University’s IT Services department to strategically develop resources through digital technology and enhanced provision of online services to support students and staff. She also played a key role in the development of a new student learning and resources centre.

Anne Bell has an MA in Librarianship from the University of Sheffield and prior to her position at King’s, spent 12 years at Leicester University library. She pioneered the Lamda electronic document delivery service, which draws on the journal collections of 10 academic libraries in the UK and has been active in a number of other national and regional collaborative activities. As chair of the M25 Consortium of Higher Education Libraries, which fosters co-operation amongst 39 institutions of Higher Education to improve user services, she developed remote access for students, staff and other library users through the use of technology.

At her recent farewell from Warwick Vice-Chancellor, Professor Nigel Thrift, said:

*Libraries have long been the heart of universities and under Anne’s leadership the Library has been the vibrant beating heart of our campus. Under her stewardship the Library has created exciting new spaces for learning and research such as the Teaching Grid and the Wolfson Research Exchange. It has also seen the renewal of many of its key spaces such as the Modern Records Centre, and it has reached out to vastly expand its presence in cyberspace with initiatives such as the Warwick Research Archive Portal (WRAP). Our loss is Sydney’s gain and we wish her well in her new role.”*

Anne was the Chair of the Society of College, National and University Libraries (SCONUL) for 2006-2007. She was also a member of the Review Panel for Monash University Library in 2010. She has now taken up the post of University Librarian at the University of Sydney.

## Proposed Schedule

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| **Activity** | **Due Date(s)** | **Responsibility** |
| Establish a Library Review schedule and timeline | 1March 2012 | MM |
| Collate evidence documents | June 2012 | MM/JB |
| Propose panel members for review panel and provide to Provost for sign-off | 3 May 2012 | MB |
| Develop and submit Term of Reference [TOR] to Quality Enhancement Committee [QEC] | 3 May 2012 | MM/MB/JP |
| Complete self-evaluation report [SER] | 3 August 2012 | MM |
| Call for written submissions from University community | By 10 August for 17-31 August 2012 submission period | Barb Mclean |
| Collate information and make available to panel members | By 19 September 2012 | MM |
| Panel Preview [review of SER, comments and associated documentation] | Late September/early October | Panel |
| Onsite review setup | October | MM |
| Panel Review - onsite interviews [approx. 3 days] | 10-12 October | Panel |
| Prepare a review report | 30 November 2012 | Panel |
| Receive review documentation and check for accuracy | 14 December 2012 | MB/MM/JP |
| Submit final report to QEC | Jan 2013 | MM/JP |
| Develop an implementation plan | May 2013 | New UL/JP/MM |
| Report on progress against recommendations submitted to QEC | May 2014 | UL |

This Schedule covers each of the steps outlined in the “Organisational Unit Reviews Procedure for non-academic units” at <http://www.mq.edu.au/policy/docs/reviews/procedure.html>.