

University of Melbourne Library – a vision for 2015

1 Purpose

This document aims to:

- Outline a vision for the University of Melbourne Library in 2015¹
- Define a Mission that demonstrates the Library's purpose as a critical and integral part of the University's academic endeavour and as part of the broader global knowledge community.
- Provide a framework for planning and action by viewing the Library as a Community, a Service, a Place, and as a Collection and Resource
- Outline how the Library supports the University's strategic direction.

Strategies will be developed with goals that are short, medium and long term, using the elements of this document as a base.

The audience for this document is the University of Melbourne community.

2 Background

The drivers behind this initiative are the University's Growing Esteem strategy and implementation of the Melbourne Model from 2008, coupled with emerging opportunities that include the development of Library Precincts/ Student Centres, new modes of e-learning and e-research, and Web 2.0.

In April 2007 the University of Melbourne library staff within Information Services, led by University Librarian Dr Angela Bridgland, developed a draft vision for the Library of the Future – the University of Melbourne Library of 2015².

Information Services sought input on this draft vision from undergraduates, postgraduates, professional staff, academics and members of the University's Senior Executive through a range of focus groups, individual interviews and written submissions between May and July 2007 (see separate paper titled Library Vision: Customer Market Research – July 2007). This paper incorporates the views reflected in these discussions.

3 Vision - University of Melbourne Library

The University's vision is to be one of the finest universities in the world, deepening the relevance and widening the impact of our academic mission through the triple helix of research, teaching and knowledge transfer.

The Library's vision is to intimately link the strands of the triple helix through scholarly information services and collections which facilitate world class scholarship in all its forms.

¹ As elements of the Vision will be achieved at different times, a strategy paper will be developed with goals that are short, medium and long term to reach them.

² Focus date for Growing Esteem strategy

4 Mission - University of Melbourne Library

What is the University of Melbourne Library?

The University of Melbourne Library is among Australia's oldest cultural institutions and one of its largest research libraries. It is firmly future-focused, seeking to establish new ways of creating, collecting, sharing, recording, disseminating and preserving knowledge to enrich our academic mission. It draws on a rich array of expertise and extensive scholarly and cultural collections to achieve this. The Library acknowledges that as a heritage cultural institution it is committed to curating and thus making accessible its venerable and expanding cultural, scholarly and research collections for national and international benefit.³

The environment in which the Library operates is characterised by:

- Students with a continuing need to be educated in intelligent, creative and academic use of scholarly print and electronic resources
- Changes in research practices that place research activity in a global context requiring new research information management capabilities
- Changes in learning and teaching practices facilitated by evolving pedagogical theory and emerging information technologies
- An increasingly diverse student population with growing technical literacy
- Alternative approaches to discovery, dissemination and access to scholarly information.

Why is the Library a critical and integral part of the University?

The Library is the 'heart' of the University of Melbourne, enabling scholarship in all its forms. The Library's leadership, expertise and innovation in facilitating knowledge creation, management and access, combined with a rich suite of collections that enhance research, support the teaching and learning of the University, and facilitate knowledge transfer, ensure it is critical and integral to the University's mission. Library staff collaborate with students, staff and other leaders in the field both in Australia and internationally to provide co-ordinated, seamless and equitable access to relevant information, both physically and online.

Who are the beneficiaries of the Library?

The principal beneficiaries of the Library are enrolled students of the University, academic and professional staff of the University, and other individuals and organisations who are formally recognised as University partners and collaborators. Other valued beneficiaries of the Library are the University's Alumni, visiting academics and students, and other relationships where there is a two-way flow and uptake of ideas between the University of Melbourne and the broader community, in other words, knowledge transfer. The library is a meeting point for communities with different needs and expectations to engage in scholarly discourse.

Where does the Library sit within the University?

The Library is a key element of Information Services, a division of University Services, which has responsibility for the University's broad information strategy, including corporate information management and enterprise information and communication technologies. The Library leads and delivers our scholarly information strategy.

³ There is a well documented shortage of space for collections at the University of Melbourne. This Library vision will be underpinned by a 'Ten Year Library Space Plan' to ensure this issue is addressed. The plan will be developed in consultation with the University by the end of 2007.

5 A framework for action

The University of Melbourne Library may be envisioned in a number of ways:

- The Library as a Community
- The Library as a Collection and Resource
- The Library as a Service
- The Library as a Place.

5.1 The Library as a Community

The Library as a Community will ensure that:

- There is an active and powerful conversation between students, academics, other stakeholders and Library staff about the Library's role in advancing scholarship across all disciplines
- Students and staff collaborate, shape and personalise their required services through the use of appropriate technologies and resources
- Specialist Library staff with the depth of knowledge of a discipline and a breadth of professional knowledge are embedded in curriculum planning, graduate schools and research training to advance teaching, learning and research outcomes
- Staff are empowered professional experts who are equipped, motivated and client focussed
- Access to advanced digital media technologies for e-learning and e-research collaboration enables learning anywhere, anytime
- The Library collaborates with relevant partners at the local, national and international level to contribute to the broader professional community and further the University's mission.

5.2 Library as a Collection and Resource

By 2015 all collections will be:

- Developed both physically and electronically to support the University's strategic directions in research, teaching and learning, and knowledge transfer. Viable access to a growing print research collection will be balanced with access to relevant online resources
- Responsive to the different requirements of disciplines, in order that appropriate collections both in format and focus are developed for scholarly endeavours
- Accessible with ease
- Catalogued accurately and thus discoverable
- Reviewed with targeted resources being digitised and available for research, learning and teaching, and knowledge transfer.

By 2015, the Library as a Resource will ensure that:

- Cultural and special collections that are unique and/or distinctive nationally and internationally will be appropriately curated, available (physically and online) and promoted
- The University is able to attract philanthropic support reflecting the value of library resources and cultural collections for staff, students and the wider scholarly community
- Co-operative licensing and resource sharing will maximise access to scholarly information
- University research data and digital repositories are appropriately curated and accessible to support teaching, learning and research.

5.3 Library as a Service for education and research

By 2015 Library services:

- Are provided through seamlessly integrated physical and virtual learning environments informed by pedagogical research and emphasising collaborative learning tools, that assist with preparing students for the challenges of 21st century work environments
- Assist students and staff to be engaged as life-long users of scholarly information and related products and services, in both an electronic and a print environment
- Facilitate student use of scholarly resources and cultural collections for evidence-based enquiry as part of their undergraduate degree and for research as part of their graduate studies
- Offer Students ‘one stop shops’ for their scholarly information needs
- Provide effective access to online library resources with extended-hours on-call support for those resources, to minimise any service interruption.

5.4 Library as a Place

The Library as a Place is the location for collective and individual scholarly activities, as well as physically accessing collections and resources. Rich, browsable research collections on campus provide a critical component of the Melbourne Experience.

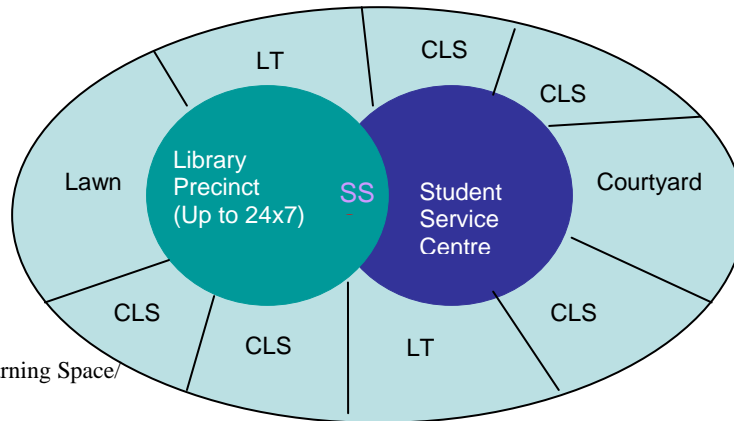
By 2015, the Library will provide up to six undergraduate Library Precincts and five Graduate Libraries on the Parkville Campus and appropriate points of presence at other campuses. These will be⁴:

- Flexible – to accommodate current and evolving pedagogies, and to facilitate multi-disciplinary collaboration as well as individual scholarly work
- Future-proofed – to enable spaces to be re-allocated and reconfigured
- Bold – to look beyond tried and tested pedagogies and to foster the innovative use of technology to promote learning
- Creative – to energise and inspire learners and academics within a relaxing and safe environment for individual and collaborative learning
- Supportive – to develop the potential of all learners and sustain the student cohort experience through a sense of belonging and connectedness
- Equipped – with the infrastructure for open-shelf and online access
- Accessible – collection and learning spaces that are open and staffed, up to 24 hours a day and seven days a week, in alignment with the evolving pattern of the academic year and demand
- Enterprising – to make each Library capable of supporting different purposes
- Integrated – complementary to customisable online environments
- Equitable - providing a similar level of facilities for students in every discipline.

Libraries will promote learning as an activity, provide an inclusive and personalised environment, and be responsive to changing needs. Each Library will operate in close partnership with an adjacent Student Service Centre and a broader Learning Precinct of associated learning environments and distinctive outdoor spaces.

⁴ Based on: Joint Information Systems Committee (JISC), *Designing Spaces for Effective Learning: A Guide to 21st Century Learning Space Design* (2006) Accessed from http://www.jisc.ac.uk/uploaded_documents/JISC%20learning%20spaces.acc.pdf on 6 June 2007

Typical discipline based 'Learning Precinct' – Vision 2015



CLS = Collaborative Learning Space/
Student Learning Centre

SS = Social space eg café, couches

LT = Lecture Theatre

6 In support of Growing Esteem

The Library vision is designed to support the Growing Esteem strategy that sets three priorities for the University - a continuing focus on research, learning and teaching and an expanded focus on knowledge transfer - and envisages a "triple helix" in which the three strands of research, learning and teaching and knowledge transfer are closely bound, each reinforcing the other. The vision also aims to support the Melbourne Experience.

	University Principles/ Aims	Relevant Library Vision aspects
Learning & Teaching/ Melbourne Model	<ul style="list-style-type: none"> • Academically excellent: depth and breadth • Pairing knowledge and experience: capstone studies • Connecting students, employers and the community: knowledge transfer • Creating global citizens: international experience. 	<ul style="list-style-type: none"> • Library as a Community • Library as a Collection and Resource • Library as a Service for education and research • Library as a Place
Research	<ul style="list-style-type: none"> • Increase quality of research and access to research data and publications outputs • Invest in areas of strong performance and potential • Encourage more intensive multidisciplinary research • Underpinning learning and teaching. 	
Knowledge Transfer	<ul style="list-style-type: none"> • Generate intellectual capital in ways that mutually benefit the University and the external partners with which it engages • Linked within the University's teaching and research activities • Knowledge Transfer activities are characterised by their responsiveness and relevance to international, social, economic, environmental and cultural issues. 	
Melbourne Experience	<ul style="list-style-type: none"> • Campus-based education in a learning environment characterised by both a rich architectural heritage and new technologies. • Services that support and enrich the student's academic experience from first contact to graduation and beyond which: <ul style="list-style-type: none"> ○ Are student centric ○ Are co-ordinated, seamless and equitable ○ Support a sense of belonging and connectedness ○ Are monitored to ensure consistent high quality service. 	

Document History

Document Location	This document is only valid on the day it was printed. The source of the document will be found on the Inside IS web site at: http://inside.infoservices.unimelb.edu.au/library/futures/vision.html
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Revision History

Version Number	Revision Date	Summary of Changes
	10 April 2007	Original document developed by James Beckford Saunders based on workshop with Information Management and IES staff on Library Vision on 4 April 2007
0.1	14 April 2007	Angela Bridgland and James Beckford Saunders amended and updated and released for viewing and promoted to IES and IM Staff
0.2	29 April 2007	James Beckford Saunders amended following feedback from various IES and IM Staff and released for viewing and promoted to University audiences for Market Research
0.3-0.6	May 2007	James Beckford Saunders amended following feedback from IS Staff and initial responses from Student Workshops
0.7	31 May 2007	James Beckford Saunders amended with feedback from Library Senior staff:
0.8	19 June 2007	James Beckford Saunders amended with Angela Bridgland following feedback from Students, Academics and Professional Staff
0.9	25 June 2007	Stephen Young and James Beckford Saunders amended following feedback from University Executive
1.0	29 June 2007	Linda O'Brien and James Beckford Saunders amended following final feedback from University Executive
1.1	13 August 2007	James Beckford Saunders and Angela Bridgland amended following Mettle 2007 Plenary http://mettleweb.unimelb.edu.au/mettle/2007/ and ensuing final feedback from Students, Academics and Professional Staff
1.2	16 August 2007	James Beckford Saunders and Angela Bridgland amended following feedback from the University Libraries Committee
1.3	7 November 2007	James Beckford Saunders and Angela Bridgland amended following feedback from Library/ Student Centre Market Research in October 2007

Distribution

This document has been distributed to:

Name	Date of Issue	Version
Angela Bridgland	10 April 2007	
IES and IM staff – Information Services	14 April 2007	0.1
Customer Market Research participants and IES and IM staff – Information Services	29 April 2007	0.2
Angela Bridgland, IES and IM staff and to University Executive being interviewed	May 2007	0.3-0.8
IS Executive	25 June 2007	0.9
IS Staff and Customer Market Research participants, plus all University	29 June 2007	1.0
University Libraries Committee	29 June 2007	1.1
University Academic Board	September 2007	1.2

Relevant Document

See separate document: Library Vision: Customer Market Research v 1.0