

Future Directions for the University of Queensland Library

Discussion Paper

The Library is no longer defined by the buildings it inhabits, its physical collections, or a discrete set of traditional services operating in isolation. Rather, boundaries are blurring as we collaborate in new ways within the UQ community to innovate, extend knowledge, and achieve the University's strategic goals.

Paper prepared by the Library Executive

Version 1.2

6 November 2017

This Discussion Paper sets out a plan for the University of Queensland (UQ) Library for 2018 and beyond, and invites input from our stakeholders. Your input is essential as we seek to develop the Library to meet the existing and emerging needs of the University's students, staff and community. We welcome the opportunity to discuss this plan with you.

Context

The Library is committed to remaining a relevant, visible, and engaged part of the University. As we have done in the past, we will continue to adapt to the changing external environment and respond to the new and emerging needs of our community, and apply our skills and expertise to provide information and services needed for learning, decision-making, and world-class research. Change at the Library has often occurred incrementally in response to client demands or external factors such as changes within the Higher Education sector, trends in scholarly publishing, or new opportunities provided by technology.

However, with budgets effectively cut for the next three years, we cannot be complacent about the rate or scale of changes that may be necessary to ensure we can develop the library that the University needs.

In order to thrive, we must now:

- find ways to reduce costs and improve efficiencies
- re-examine our priorities, and
- evaluate our capacity to deliver existing services, while at the same time responding to new and emerging pressures; this may mean reducing or ceasing some services in order to divert resources into more important areas.

UQ Library Today

Our collection is one of the largest among Australian academic libraries, and by far the largest in Queensland.

The Library is often defined in terms of physical collections, but this is changing.

We also provide services and spaces for students, develop and manage services and infrastructure to support academic staff and researchers, and invest in electronic collections to support teaching, learning and research.

The feedback we receive from many sources, including regular client satisfaction and user experience surveys, indicates that our clients are very satisfied with the Library, our staff, and our collections.

Data shows that the Library is a busy and important part of the University. Some of this activity is presented in the diagram below.

Snapshot of monthly library activity



In one 15-minute period:

844 people for 800 seats
Social Sciences and Humanities Library

672 people for 500 seats
Biological Sciences Library

The Global Context

The New Media Consortium's [Horizon Report – 2017 Library Edition](#) identifies the major trends, challenges and emerging technologies that are shaping the future of academic and research libraries worldwide.

These factors will have an effect on the Library as we plan for 2018 and beyond. A number of these are referenced in this paper.

Trends	Challenges	Technology developments
Rethinking library spaces Evolving nature of scholarly publishing Cross-institution collaboration Research data services Valuing the user experience	Accessibility of library services and resources Improving digital literacy Adapting organisational designs to the future of work Maintaining ongoing integration, interoperability, and collaborative projects Economic and political pressures Embracing the need for radical change	Big data Digital scholarship technologies Library services platforms Online identities (e.g. ORCID, RID, Facebook, Twitter) Artificial intelligence

Future Directions

In the pages following, we outline what we consider to be important priorities for 2018 and beyond. We are already working on some of these, while others remain at the early idea/proposal stage.

This paper addresses the following:

1. Collections
2. Support for Students
3. Support for Teaching and Learning
4. Support for Research
5. Innovative Use of technology
6. Using Data-Driven Decision Making for Continuous Improvement
7. Maximising Resources for New and Emerging Priorities

1 Collections

1.1 Collection development

Increasingly, peer-reviewed research journals are concentrated in the hands of a small number of monopolistic, international commercial publishers. The acquisition of these journals presents us with a significant financial threat because of:

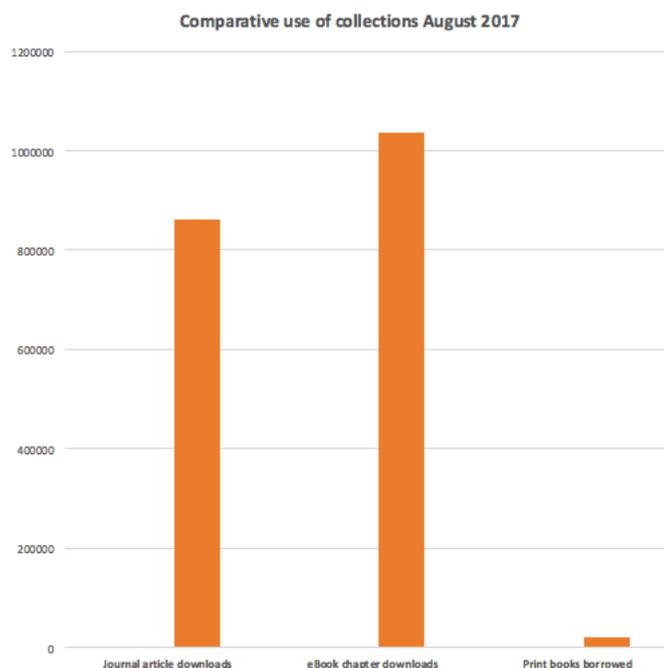
- unreasonable cost increases
- inflexible bundling of resources by publishers, and
- our exposure to currency fluctuations.

Whenever possible, we will minimize our vulnerability by collaborating in leading-edge initiatives that maximize open access initiatives. When this is not an option, we will continue to collaborate with academic and research libraries at local, national and global levels, such as the Council of Australian University Librarians (CAUL), to obtain the best value from our acquisitions.

We will continue to manage our collection using our [Collection Management Policy](#), ensuring transparency and accountability. This includes informed and consistent decisions for rehousing, deselection and disposal of material.

1.2 Active Collection

For a number of years, there has been a steady decline in the use of our print collections and a strong increase in the use of electronic resources. The current ratio of use of the online collections to use of the print collections is around 40:1 and increasing. This pattern is in line with global trends.



We expect to own print material for many years to come, but it is likely that less of our physical space will be devoted to housing a print collection.

We have recently established the Active Collection project, which will ensure our on-site collection is relevant to current needs. Older, low-use material will be relocated to our Library Warehouse at the UQ Gatton campus. Clients can request this material online and it will be delivered to their preferred campus within 2-5 business days. We will pursue an Active Collection policy at all our sites, monitoring the collections and formats against usage patterns and academic and research needs.

We are also considering the potential to consolidate all of our St Lucia collections, with the exception of Law and Fryer Library, into the Duhig North Building.

The benefits of this approach will:

- make it easier for clients to find the material they need because many of our physical collections will be in fewer locations, and
- create organisational efficiencies by reducing the number of service points to manage and allowing us to divert resources to areas that support other academic functions.

1.3 Special Collections

Many of our special collections are held in the Fryer Library. These collections are a valuable resource for teaching and research at the University, and attract researchers from across Australia and internationally.

We will continue to:

- develop and promote our special collections
- facilitate the discovery of this unique and valuable material, and
- digitise material from these collections to increase accessibility, visibility and availability to scholars around the world.

We will pursue this activity with a clear focus on items that support the University's leading academic and research areas, and being mindful of constraints on our capacity.

A new priority for us is to explore options for suitable storage facilities to ensure the long-term conservation of our valuable collections. We have already researched and considered storage at commercial sites and Queensland State Archives, but these options are unsatisfactory. Our preference is to undertake a feasibility study to utilise the Banksia Building at Long Pocket.

Collections – Summary of intentions

- Collaborate with other academic and research libraries when acquiring material, in order to derive value for money.
- Pursue an Active Collection policy at all of our sites, monitoring our collections and formats against usage patterns and academic and research needs.
- In consultation with our stakeholders, examine the potential to consolidate St Lucia collections within the Duhig North Building.
- Secure suitable storage facilities to ensure long-term conservation of valuable collections. As part of this, we will undertake a feasibility study to utilise the Banksia Building at Long Pocket.

Discussion Points

Do you support the work the Library does to provide access to material on course reading lists, or should the students be required to find the material themselves? Should the Library focus on providing this extra support for students in first year courses only?

Do you support the proposal to consolidate the print collections, excluding the Fryer Library, at St Lucia in two locations (Duhig North Building and Law Library)? If this happened, what would you call the library in the Duhig North Building (currently the Social Sciences and Humanities Library)?

The value of the Fryer Library Collection increases by about \$350-\$450k annually, largely because of donations. Some of our existing storage areas are sub-standard and, in addition, we have run out of space to house these collections. Given the competing demands for capital projects, what priority do you think we should give to Fryer Library storage space? Should we postpone all collecting until storage is resolved?

2 Support for Students

2.1 eTextbooks

We are seeking funding for a project to partner with ProQuest to facilitate free access to digital versions of required textbooks ('eTextbooks') for UQ students enrolled in first year courses. Western Sydney University runs a similar program. The benefit for students is guaranteed, inclusive access to required textbooks as soon as the semester starts.

ProQuest is one of the world's largest aggregators of electronic content. Working with publishers, ProQuest will:

- curate the textbooks required
- manage rights and licenses

- manage delivery through a single platform to provide a uniform, simple user experience.

The Library will:

- work with course coordinators to provide ProQuest with lists of required textbooks,
- provide support and assistance to students using the e-textbooks, through our AskUs service
- provide support and assistance to course coordinators and lecturers through the eLearning team, in conjunction with ITaLI.

If funding is approved, we will run a pilot in 2018 to assess the viability of the program.

2.2 Library Spaces and Facilities

Library spaces can promote a sense of belonging in our students and a sense of community within the University.

We survey our clients regularly and they repeatedly tell us that among the things they value at the Library are:

- a quiet place to study
- quality Wi-Fi access
- access to power points
- adequate lighting, and
- facilities to re-heat food.

All of our libraries are busy. The 24/7 spaces are well used by students and the meeting rooms are in high demand. The Social Sciences and Humanities Library is our busiest location and demand for library space in the Duhig Building exceeds capacity during the semester.

The images below show that our spaces are well-used by students, but also illustrate one of the problems we need to address.



Finding a study space and access to a computer is not easy. It has impacted negatively on my university experience especially around the times of assessment and exams

Student feedback – 2015 Insync Survey

We expect that increasing numbers of international students will place additional pressure on library spaces. Data strongly suggests that, proportionately, international students use more of library services, including the use of computers, Wi-Fi, printing and 24/7 spaces, than domestic students.

These images show the current situation in the Duhig Building and students at the Coventry University Library, which has created small-footprint spaces that support the various ways students work.



University of Queensland Library – Duhig Building



Coventry University Library

Student spaces in the Duhig Building in particular are in urgent need of upgrading. Improvements at this central location would significantly enhance the experience of our students and support University objectives outlined in the Student Strategy, such as creating an integrated learning environment.

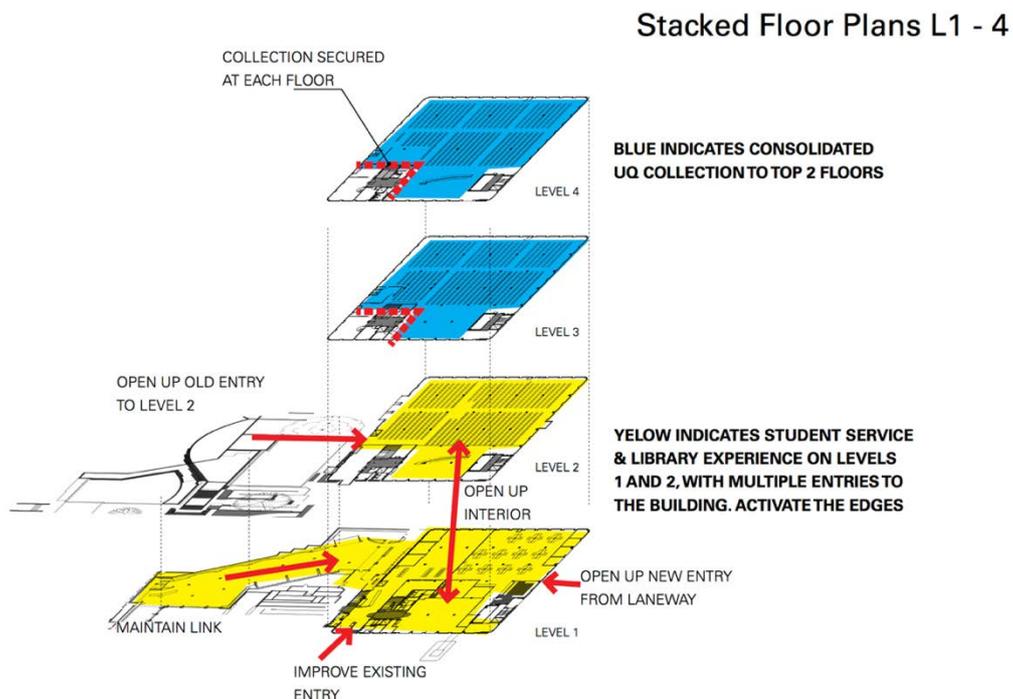
We have engaged Wilson Architects to develop a refurbishment design for Levels 1 and 2 of the Duhig North Building. The plans are guided by the principles of making the spaces accessible, comfortable, welcoming and engaging, permeating the space, with natural light, flexibility, and diversity.

The recommendations include:

- creating additional space for students on Level 1 by relocating staff offices to Level 4 of the Dorothy Hill Science and Engineering Library (Hawken Building)
- refurbishing all amenities
- replacing the concrete panels on the northern side of the building with glass panels and opening the space to the laneway between the building and the Sir Llew Edwards Building, which will provide more natural light and a pleasant ambiance for our clients, and
- re-open the original south-facing entrance to the building, which looks towards the Forgan Smith Building, and increase the permeability of the building.

The Active Collection project will facilitate some of these changes.

We are waiting on funding approval to proceed. If funding is obtained, the refurbishment will commence in late 2017. We expect construction will be completed by Semester 1, 2019.

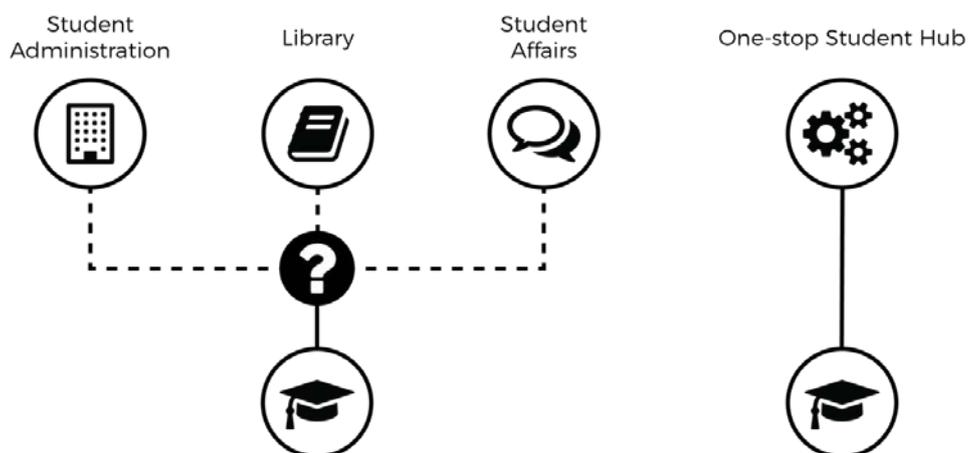




2.3 Student Hub at the Library

With a focus on student engagement and retention, we see an opportunity for the Library to build on its reputation as a safe and reliable place for students to get help.

Our plan is to extend the current AskUs service within the Duhig Building to include other University student support services, such as Student Administration and Student Affairs.



By collaborating with these services, we have the ability to create a vibrant student hub, where students can ask for help and get the answers they need without having to work out the complex structure of the University.

The goal is to provide students with a simple, efficient response. Transactional interactions are likely to make up the bulk of enquiries and will be dealt with at the student hub. Students needing advanced or specialist support will be referred to the appropriate specialist.

The Library is already one of the busiest spaces on campus, and open for longer than any other venue. This service would help to further strengthen our role as a valuable contributor to student life.

Services for Students – Summary of intentions

- Partner with ProQuest to facilitate access to free digital versions of required textbooks for students enrolled in first year courses.
- Create additional space for students on Level 1 of the Duhig North Building by relocating staff offices to Level 4 of the Dorothy Hill Science and Engineering Library.
- Work with Wilson Architects to refurbish Levels 1 and 2 of the Duhig North Building to increase study spaces and improve facilities.
- Create a vibrant student hub by extending the current AskUs service within the Duhig Building.
- Include other University student support services such as Student Administration and Student Affairs in the student hub.

Discussion Points

Do you support the use of open access textbooks or open educational resources (OERs), or what experience have you had with these?

How do you think the Library contributes, or should contribute, to the Student Strategy?

Given that many students bring a laptop to campus, should the Library continue to provide workstations? Or should it provide large screens for students to connect their laptops as an alternative option?

What are your views on a combined student hub?

3 Support for Teaching and Learning

3.1 eLearning

The Library's eLearning team manages the University's central eLearning systems – that is, the online component of our 3600 courses per year.

The team also helps coordinate other service-provider technology activities and manages a number of new eLearning technology acquisition projects, such as active learning tools, peer assessment, migrating to the Cloud, automatic grades transfer, iThenticate, and the best practice course design guidelines.

New priorities include helping the University meet the goals of the Student Strategy in terms of flipping classes to increase active learning. This will mean more training and communication about ways to put learning material online and build active learning activities into face-to-face class time. For instance, we will promote various ways to generate prerecorded video lectures with embedded quizzes.

The team will also play an active role in promoting the new best practice course design standards during 2018 and 2019.

Another significant goal will be to work with the Institute for Teaching and Learning Innovation (ITaLI), UQx and the faculties to design and build a number of large exemplar courses per year that will make use of UQx SPOCs (Small Private Online Courses).

Other goals include examining the potential for eExams to help solve the University's exam space challenges, and raise issues regarding the likely impact of a BYOD policy on active learning and eExams.

3.2 Improving Information Digital Literacy

For many years, the Library has taken on a role of helping staff, students and researchers source, research, analyse, cite, and generally manage information.

While some students are keen to learn all they can, it has often been difficult to engage some student cohorts. We also notice a gap in the knowledge and skills of many staff and students in relation to digital literacy. This can be identified in the inability to manipulate data, files, software, and so on, and also in a poor understanding of how the Internet works, how to use technology creatively – for example, blogging and creating web pages.

We have found that conducting face-to-face courses is not always the most effective way to deliver this training. There will be a complete reconceptualisation of our Library information literacy programme to develop an attractive and engaging suite of learning resources, with sustainability a key factor (the ability to keep these resources current and relevant over time).

Another priority is to complete the work on the online resource for new higher degree by research (HDR) students and early career researchers (ECRs). We plan to work closely with ITaLI to develop resources, embed training into courses or develop attractive, compelling, professional online courses to teach these skills. For students, these graduate attributes are some of the most important skills students will need when they enter the workforce. We have secured strategic funding to employ media designers to assist in transferring material to an online environment.

Support for Teaching and Learning – Summary of Intentions

- Assist academics to use eLearning tools to increase active learning for example flipped classrooms.
- Play an active role in promoting the new best practice course design standards.
- Assist in the design of a number of large exemplar courses per year that will use UQx SPOC modules.
- Examine the potential for eExams to help solve the University's exam space challenges.
- Raise issues with ITS and iTaLI relating to the potential for a BYOD policy on active learning and eExams.
- Work closely with ITaLI to develop information and digital courses, embed training into courses or develop attractive, compelling, professional online courses to teach these skills.
- Complete the work on the online resource for the new HDR students and early career researchers.

Discussion Points

With the trend towards flipped classrooms, it is plausible that as many as 100 lectures per day will be prerecorded. As well as this, the use of student videos for assessment is increasing rapidly. Should the Library provide suitable soundproof rooms for these purposes?

Until now, the University's acquisition of new learning technology has been haphazard. Do you consider that the Library should play a leading role in the acquisition of new and emerging products? How might this be facilitated?

Digital literacy and scholarship are future directions of the University. Please discuss.

Should digital literacy be embedded into first year courses? How?

What other training courses would you like the Library to offer?

4 Support for Research

The Library provides infrastructure, advice, training and services to support research throughout the research lifecycle. The services we currently offer researchers cover:

- finding grants and funding opportunities
- storing and promoting research via UQ eSpace
- using metrics and raising your research profile
- managing research data
- linking to researcher identifiers, and

- scholarly publishing.

We remain flexible and agile and will deploy our resources to respond to new and emerging priorities as the University's research strategy develops.

4.1 UQ eSpace

UQ eSpace is The University of Queensland's institutional repository. It aims to create global visibility and accessibility of UQ's scholarly research by:

- allowing researchers to deposit publications, datasets and open access materials and to view publication metrics
- maintaining a complete and accurate record of all UQ research publications and research datasets that feeds into central UQ systems, including UQ Researchers and the Academic Portal
- enhancing discovery of UQ research via search engines such as Google and Trove
- enabling government reporting such as Australian Research Council's Excellence in Research for Australia, and the Engagement and Impact Assessment
- supporting the deposit of open access publications to make UQ research globally accessible
- preserving and making digitised materials accessible to the world including HDR theses, photographs, audio materials, videos, manuscripts and other original works, and
- enabling research performance reporting benchmarking analysis.

UQ eSpace is undergoing development to enhance functionality and usability and ensure that the repository is sustainable into the future. Central to this development is the researcher experience.

We will be better automating the processes of collecting publications and linking research to UQ authors, including ORCID integration.

4.2 Research Discoverability and Impact

We provide information and training for UQ researchers on best practice use of research impact measurement to assist in getting a grant or promotion. Measures include citation metrics, journal quality indicators, benchmarking, altmetrics, and collaboration measures.

We work closely with UQ Research Office and UQ International to deliver a comprehensive metrics service to all levels of the University, which ensures good alignment with broad University strategy.

We have provided valuable contributions to the University's preparations for the Excellence in Research for Australia.

With the Federal Government's National Innovation and Science Agenda and the increasing focus on the importance of engagement, and the impact of research beyond the scholarly community, it is expected that we will expand our support relating to

research impact and support the University in preparing the submission to the ARC Engagement and Impact Assessment in 2018.

We can leverage our expertise in metrics and altmetrics to broaden the scope of our research impact services to include new measures.

We have been a leader at the University in ensuring that research is discoverable and linked to researchers by promoting services such as ORCID, ResearcherID, and Scopus Author ID. These mechanisms ensure UQ researchers are credited correctly for their work. ORCID initiatives will grow as the ARC and NHMRC are likely to integrate ORCID within their grant submission systems within the next few years.

4.3 Research Data Management

We have become a recognised leader in the area of research data management (RDM) and we are a partner of choice for the Office of the Deputy Vice-Chancellor (Research) to develop an integrated Research Data Manager system through the integrated Data Management Planning (iDMP) series of projects.

The roll-out and scaling of the RDM system across the University (iDMP-IV) has been approved and the Library will respond accordingly to provide critical support to ensure the success of this project, including training, online support material and tailored advice. There is a likelihood that delivering this service into the future will require additional staff resourcing.

To maximize the benefits for researchers, we will continue to raise awareness and promote best practice RDM within the UQ research community and we will lead RDM support services, in consultation with multiple units across the University.

These support services will scale-up to include advice, training and support across the research data lifecycle to the entire UQ community of researchers and HDR students, including:

- managing research data using best practice
- meeting funder and publisher requirements
- demonstrating research integrity, and
- storing and archiving research data, creating a metadata record, and setting access rules for data to make it discoverable.

There are additional opportunities for the Library to embed research data management within a broader suite of research data services. This is further addressed in Section 6.

4.4 Scholarly Publishing

We provide a suite of publishing related services to researchers including advice, training and support, for all stages of the scholarly publishing process.

In partnership with Publons, we also provide recognition and visibility for all peer review and editorial activities by academics at UQ. In this area, the University is currently ranked

as the number one institution globally. Further, our Scholarly Publishing Team is engaged in promotion and support for online peer review training modules for Early career researchers through the Publons Academy.

In the short to medium term, our key goals are to develop and strengthen researchers' understanding of scholarly communication and publishing in the global research environment.

Specifically, within the framework of the Strategic Scholarly Publishing Program initiative, we will deliver a broad range of resources and training workshops covering the following topics:

- the benefit of ORCID for UQ scholars through integration in the research lifecycle
- strategic journal selection
- open access and promotion of publications, and
- digital and ethical publishing initiatives and practice.

Support for Research – Summary of intentions

- Provide a high-quality research output and impact service which evolves in response to external national drivers and UQ's strategic priorities, with the service delivery framed by the Leiden Manifesto principles.
- Ensure UQ researchers have access to repository infrastructure with improved functionality and usability, which will facilitate compliance with OA mandates
- Play a leading role in the rollout of the Research Data Manager system, with an expanding suite of offerings to raise awareness, promote and facilitate best practice RDM within the UQ research community.
- Promote the use of ORCID, and strategically position UQ researchers to respond proactively to global changes in scholarly communication and publishing.
- Collaborate and partner with the ODVCR and other UQ Senior Executives, to ensure that the Library is responsive to the changing priorities within the research area, and to align our resources with University strategies.

Discussion Points

How often would you like to receive notifications about new or possibly new records of yours in UQ eSpace (e.g. weekly, or a monthly digest of new records)?

What additional support do researchers need in order to encourage deposit open access and reporting of open access publications to meet funder requirements?

Do you consider that research data management should be a priority area for the Library?

Do you think that there is a good understanding, especially among HDR students and early career researchers, of the importance of making strategic decisions regarding publishers?

If you have published in an open access journal, how have you paid the article publishing charge (APC)?

Do you think that ORCID or other author identifiers should be mandated by the University?

5 Innovative Use of Technology – Centre for Digital Scholarship and Digitisation Services

Enabled by digital scholarship technologies, the research landscape is evolving. GIS data, data visualization, and big data are expanding how information is collected and shared. These tools are helping libraries preserve and mine their collections while illuminating collaborative opportunities

New Media Consortium, *Horizon Report 2017*

5.1 Centre for Digital Scholarship

The Library's Centre for Digital Scholarship (CDS) was developed in 2016, with the intention of exploring new and innovative uses of technology to promote teaching, learning and research. Examples of these innovative uses of technology include data mining, data visualization and 3D printing.

While we have made some progress, we believe there is scope to deliver much more.

In line with national and international initiatives, we propose to rebrand the CDS as the UQL Centre for Digital Scholarship & Data Services (CDSDS) and scale-up its activities to become the University's hub of digital scholarship and data services.

We will harness our existing capacity to take a leadership role in this emerging area of importance for stakeholders across the University,

Critical to the success of this initiative will be a professional and robust staffing model. This is achievable if we employ fixed-term digital scholarship and data analysis staff. We have written a business case to request funding.

5.2 Digitisation

Digitisation is a growth area for the Library and we have developed a Digitisation Selection Strategy to ensure a systematic approach to this activity.

Activities undertaken by our digitisation service include:

- creating 24/7 online access to the Library's unique collections, including manuscripts, rare books, architectural plans, photographic and audiovisual material, making these discoverable to users around the world
- providing digitisation advice and assistance, as well as access to key research outputs (e.g. UQ theses) via UQ eSpace, to support research at UQ
- providing accessible electronic readings for students with a print disability, and
- preserving at risk materials by digitising to international standards.

Digitisation also supports the emerging needs of digital researchers and the Centre for Digital Scholarship. For example, an Australian literary publication was digitised to enable a researcher to analyze the societal changes reflected in the work, monographs have been digitised for HDR students to undertake text analysis and architectural plans and maps have been digitised for HDR students to create 3D models.

Centre for Digital Scholarship and Digitisation Services – Summary of Intentions

- Rebrand the Centre for Digital Scholarship and scale-up its activities to become the hub of digital scholarship and data services at UQ.
- Continue to preserve at risk material through digitization and provide access to unique Library material.
- Provide electronic access to required readings for students with a reading disability.
- Provide access to UQ theses and other research through UQ eSpace.

Discussion Points

Have you seen our online exhibitions or digital stories? Do you think this helps highlight UQ Library's world class collections?

As users, particularly our students, expect everything to be immediately accessible online, we need to prioritise collections for digitisation. How can we encourage community engagement to successfully balance research, teaching, and preservation priorities?

6 Using Data-Driven Decision Making for Continuous Improvement

Adopting universal design principles and establishing programs that continuously collect data on patron needs will make libraries the ultimate destination for learning support and productivity

New Media Consortium, *Horizon Report 2017*

Using a client-centered ethos, the Library performs regular reviews of all processes and services for continuous improvement opportunities. From staffing to selecting the best software packages to improving student spaces, we rely on data to steer our decisions. Continuous improvement increases efficiencies, ultimately leading to cost savings that we can reinvest in innovations that our clients really want.

Improving our understanding of what e-resources our clients are using is a priority. New models of content licensing require proactive decisions around resource acquisition, which depends on insights from usage data to evaluate the changing demand for content.

Data on service use can also indicate student engagement and contribute to learning analytics, or outcome prediction systems. We would like to develop or acquire staff with greater skills in data analytics, and work with other University experts to develop meaningful ways of using Library data.

Using Data-Driven Decision Making for Continuous Improvement – Summary of Intentions

- Develop or acquire greater staff skills in data analytics and work with University Data Warehouse experts to develop meaningful ways of using Library data.

7 Maximising Resources for New and Emerging Priorities

As we indicated at the start of this paper, we must find ways to maximize the resources needed for core academic functions. In order to be adaptive, responsive and efficient, we will have to reallocate resources.

The following table indicates new and emerging roles, which are priorities and areas where we want to direct funding, and some of the services or activities that are no longer priorities and options for ceasing.

New and emerging roles for the Library (priorities for funding and resources)	Services to be reduced, or targeted for efficiency gains
<p>Development of online and intuitive self-service options; one-to-many services for routine enquires.</p> <p>Digital information literacy; harnessing the power of technology for teaching and research</p> <p>Support for research and scholarly publishing, research data management.</p> <p>Student spaces and facilities.</p>	<p>One-to-one service delivery for standard or routine enquiries.</p> <p>Selection and acquisition of print resources; floor space devoted to low use collections.</p> <p>Administrative costs and overheads – in line with the UQ Strategic Plan's recommendations to minimize expenditure on administrative functions.</p>

Discussion Points

Are there other services we could stop doing?

Should we charge for any services, for example document delivery? This may reduce frivolous or unwarranted demand and there save staffing costs.

What do you consider the most important services the Library offers staff and students?

If you could change one thing about the Library, what would it be?

Summary of Intentions for 2018 and Beyond

- Collaborate with other academic and research libraries when acquiring material, in order to derive value for money.
- Pursue an Active Collection policy at all of our sites, monitoring our collections and formats against usage patterns and academic and research needs.
- In consultation with our stakeholders, examine the potential to consolidate St Lucia collections within the Duhig North Building.
- Secure suitable storage facilities to ensure long-term conservation of valuable collections. As part of this, we will undertake a feasibility study to utilise the Banksia Building at Long Pocket.
- Partner with ProQuest to facilitate access to free digital versions of required textbooks for students enrolled in first year courses.
- Create additional space for students on Level 1 of the Duhig North Building by relocating staff offices to Level 4 of the Dorothy Hill Science and Engineering Library.
- Work with Wilson Architects to refurbish Levels 1 and 2 of the Duhig North Building to increase study spaces and improve facilities.
- Create a vibrant student hub by extending the current AskUs service within the Duhig Building.
- Include other University student support services such as Student Administration and Student Affairs in the student hub.
- Help meet the goals of the Student Strategy in terms of flipping classes to increase active learning.
- Assist academic to use eLearning tools to increase active learning for example flipped classrooms
- Play an active role in promoting the new best practice course design standards.
- Assist in the design of a number of large exemplar courses per year that will use UQx SPOC modules.
- Examine the potential for eExams to help solve the University's exam space challenges.
- Raise issues with ITS and iTaLI relating to the potential for a BYOD policy on active learning and eExams.
- Work closely with ITaLI to develop courses, embed training into courses or develop attractive, compelling, professional online courses to teach these skills.
- Complete the work on the online resource for the new HDR students and early career researchers.
- Provide a high-quality research output and impact service which evolves in response to external national drivers and UQ's strategic priorities, with the service delivery framed by the Leiden Manifesto principles.
- Ensure UQ researchers have access to repository infrastructure with improved functionality and usability, which will facilitate compliance with OA mandates.

- Play a leading role in the rollout of the Research Data Manager system, with an expanding suite of offerings to raise awareness, promote and facilitate best practice RDM within the UQ research community.
- Promote the use of ORCID, and strategically position UQ researchers to respond proactively to global changes in scholarly communication and publishing.
- Collaborate and partner with the Office of the Deputy Vice-Chancellor (Research) and other UQ Senior Executives, to ensure that the UQL is responsive to the changing priorities within the research area, and to align our resources with University strategies.
- Re-brand the Centre for Digital Scholarship and scale-up its activities to become the hub of digital scholarship and data services at UQ.
- Continue to preserve at risk material through digitization and provide access to unique Library material.
- Provide electronic access to required readings for students with a reading disability
- Provide access to UQ theses and other research through UQ eSpace.
- Develop or acquire greater staff skills in data analytics and work with University data warehouse experts to develop meaningful ways of using library data.

Resources Used

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