

**macquarie
university
library**



**strategic
plan**



1999

Design and layout by Kate Orman and Robin Walsh
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preface

The Library enters 1999 with a renewed sense of confidence and optimism. Despite a sizeable reduction in staff numbers, the quality of Library services were maintained, new service enquiry points were introduced, collections and facilities relocated, and training and instructional programs expanded.

The necessity to radically realign the energies and skills of the Library staff has led to many creative solutions, very often involving the imaginative use of technology.

The capacity to sustain information services in an increasingly electronic environment is a major challenge for the Library. The Web is now the dominant platform for the delivery of a wide range of library services and considerable effort will be devoted in 1999 to developing more manageable access to information services, irrespective of where they are based in the world.

The Library is also rethinking the implications of being a creative partner in the delivery of flexible learning programs and there will be concerted efforts in 1999 to understand how service goals should be reshaped to respond to this challenge.

The Library's strategies are increasingly dependent on having staff who are responsive to technological change and, in 1999, a great deal of attention will be paid to ensuring that all staff have the best possible desktop facilities and ready access to appropriate training programs.

In adopting these approaches, the Library is determined to reposition its services, wherever necessary, to accommodate the many changes occurring in the University.

The aim is to be comfortable living with uncertainty and to be bold in testing the boundaries of service goals. In so doing, we shall be true to our vision of being an indispensable partner in furthering the educational mission of the University.

Neil McLean
University Librarian



core business

The core business of the Library can be summarised as follows:

*maintenance of a range of services and facilities
within the Library building*

development and maintenance
of the Library collections

provision of effective access to the collections

provision of training in the use of collections and facilities

provision of access to documents not held in the Library

provision of physical access to electronic information resources,
both inhouse and remotely

*provision of expertise in acquiring, storing and indexing
relevant information resources*

provision of training programs relating to the use of
electronic information resources

*provision of practical support for customers in accessing
electronic information resources*

development of key partnerships and alliances with business,
industry and the professions

*provision of educational and cultural activities for community
outreach*

values

The Library staff is committed to:

Partnership

Having constructive relationships
in all our dealings with the University

Innovation

Finding new and better ways
of meeting customer needs

Service

Providing an environment where
learning and research can flourish



strategic intent

In 1999 we intend to:

Realign Library services with the new academic structure of the University

Reassess resource allocation models and academic outreach programs

Develop information architectures to underpin the management of print and electronic information resources

Consolidate IT support services for students

Redefine the scope and direction of activities in the Information Technology Training Unit

Expand collaborative activity through the LIDDAS network

Develop and implement a best practice Library electronic business and archival model

Expand research initiatives undertaken with national and international partners

Our strategies are dependent on:

Frequent communication with all our customers

Commitment to total quality service principles

Preparedness to explore new ventures

Agreed levels of service delivery

Regular review of priorities

Flexible delivery of service

Sound work design practices

Continuous improvement of processes

Readiness to embrace new technologies

Regular assessment of service performance

Nurturing the talents and expertise of Library staff

our vision

To be an indispensable partner in the provision of quality education and research at Macquarie University.

our plan

Teaching Partnerships

Research Partnerships

Community Outreach

our objectives

A highly skilled and knowledgeable staff

Recognised for excellence as a service provider

To be customer-oriented

A facilitator of effective learning and research

A model for open access to knowledge and information

An innovative partner in the use of information technology



where we want to be

teaching partnerships

our vision

To be an
indispensable partner
in the provision of
quality education and
research at Macquarie
University.

Recognised for excellence as
a service provider

Creating value for
teaching and learning

A key provider of
collections and services

Facilitating the use of information
technology in teaching and learning

desired outcomes

how we will do it

Acknowledged as being a key participant in the teaching and learning process

- Design new models of service for the Divisions
- Publicise services and facilities within the University
- Provide cost-effective service responses to teaching programs

Successful collaboration with academic staff in teaching and learning

- Develop knowledge of teaching and learning trends
- Participate in curriculum planning and course accreditation
- Reassess academic outreach programs

Innovative responses to changes in teaching programs

- Improve access to Web-based materials
- Monitor new teaching unit proposals

Improvements in effectiveness of service

- Develop ability to assess, prioritise and evaluate Library processes and services
- Analyse and respond to customer satisfaction surveys

Graduates with transferable information skills

- Utilise appropriate techniques and technologies
- Provide programs to develop information literacy skills

Comprehensive and relevant collections

- Develop and maintain Library collections
- Refine policies on migration from print to electronic formats
- Weed outdated and unused titles regularly
- Maximise budget allocations for teaching materials
- Consolidate services to distance education students

Relevant training programs for users

- Provide information skills programs to cater for varieties of teaching modes

Environment and facilities conducive to study

- Upgrade the physical condition of the Library
- Encourage appropriate standards of behaviour

Integrated access to print and electronic resources

- Negotiate maximum user benefits through license agreements with suppliers
- Develop unified resource descriptions for print and electronic resources
- Enhance Web access to bibliographic records and electronic full text

Improved IT delivery mechanisms for teaching and learning

- Provide access to a range of networked IT facilities for students
- Provide customer support and effective training programs in the use of IT
- Collaborate with the Centre for Flexible Learning to support the development of flexible teaching and learning programs
- Consolidate strategic alliances to enhance technical and information infrastructures

where we want to be

research partnerships

our vision

To be an
indispensable partner
in the provision of
quality education and
research at Macquarie
University.

Recognised for excellence
as a service provider

Creating value
for the research process

A key provider of
collections and services

desired outcomes

how we will do it

Collaborative partnerships with other major research libraries in service provision.

Acknowledgement by the academic community of the Library's initiatives in research support

Attraction of researchers to the University through the quality of Library services

- Participate in various national workshops on research information infrastructure.
- Consolidate services to centres of research excellence
- Confirm strategies with Research Committee and Senate
- Publicise strategies in the Divisions
- Provide high quality research support through the Library web site
- Provide publicity and information packages

Mutual understanding of the Library's role in supporting research

- Prepare service profiles for each area of excellence
- Improve liaison between Library staff and individual researchers

Flexible response to research needs

- Adjust strategies and action plans

Comprehensive collections in recognised areas of excellence

- Allocate resources to collection building
- Clarify access and usage policies for research collection materials
- Develop agreed levels of collection maintenance

Leadership in providing access to electronic information resources

- Provide advice, information and training programs in the use of electronic resources
- Prepare electronic directories of Internet resources

Fast, reliable delivery from other library collections and document delivery services

- Publicise the introduction of new electronic request and delivery procedures
- Implement a more efficient interlending and document supply service through LIDDAS
- Seek contractual arrangements with other providers
- Improve access to electronic document suppliers

Dedicated facilities for academic researchers and postgraduate students

- Provide research assistance through specialist reading rooms and study support services
- Review facilities in the Postgraduate Reading Room

where we want to be

community outreach

Recognised for excellence
as a service provider

our vision

**To be an
indispensable partner
in the provision of
quality education and
research at Macquarie
University.**

A bridge to the community

A facilitator of scientific, commercial and
educational productivity

desired outcomes

how we will do it

Leaders in the provision of library services and facilities

- Provide open access to designated collections and facilities
- Provide access to a wide range of Australian government publications

A resource for other libraries and educational agencies

- Extend borrowing privileges through inter-institutional agreements
- Provide an efficient interlending and document supply service

Improved access to knowledge for individuals in the community

- Provide a professional service in the cataloguing of specialist language materials
- Develop and maintain information resources through the Library web site

Stronger links with the community through meeting their service needs

- Foster links with local, national and international cultural and educational bodies
- Develop and promote IT training programs for special interest groups
- Support the University's links with secondary schools
- Maintain links with local TAFE colleges

Understanding of cultural diversity and the global community

- Innovative exhibitions program in the Library

Service partnerships with key community organisations

- Increase professional involvement in public and private sector activities
- Encourage staff involvement with the wider community

Leadership in the promotion and support of Australian and international university museum collections

- Develop an international Web directory of university museum collections
- Maintain the Australian Universities Museums Information System (AUMIS) web site

Strategic alliances and partnerships

- Foster strategic alliances with the business community
- Develop mutual service agreements with Macquarie Research Park companies
- Expand research initiatives undertaken within the PRIDE Project

Flexible responses to lifelong learning initiatives

- Develop training packages within the Accessible Lifelong Learning (ALL) project
- Investigate new service delivery models for remote users

