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Library Plan



ACKNOWLEDGEMENT
OF COUNTRY

La Trobe University acknowledges that our campuses are located on the lands of many traditional custodians in Victoria. We recognise their ongoing connection to the land and value their unique contribution to the University and wider Australian society.

We are committed to providing opportunities for Indigenous Australians, both as individuals and communities through teaching and learning, research and community partnerships across all of our campuses.

La Trobe University pays our respect to Indigenous Elders, past, present and emerging and will continue to incorporate Indigenous knowledge systems and protocols as part of our ongoing strategic and operational business.

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Message from the University Librarian

La Trobe University's Library was established, in the words of the first Vice-Chancellor, Professor David Myers, as 'the heart of the university'¹ and was one of the first buildings erected on the campus in 1967.

The central role of the Library in contributing to student learning and academic teaching and research outcomes was recognised then and has remained core to La Trobe in the ensuing years. However, the way in which the Library contributes has changed substantially. Our resources are now mostly digital, available to our users anywhere and at any time; our services have expanded to encompass the online environment in which our students operate and recognise the differing needs of the range of students who now study at La Trobe.

Our physical presence has also changed; our libraries are open for extended hours, with a variety of resources, technology and study spaces provided to meet the requirements of our diverse cohort of students.

Changing technology, changing needs and a commitment to continuous improvement have presented, and will continue to present, opportunities for the Library to work closely with students, academics and across the University to co-design, create and embed library services in learning, teaching and research.

We will continue to pursue strategic partnerships to enhance the student experience and academic outcomes, and form strong links with our communities, particularly at our regional campuses.

Our challenge over the next five years is to remain agile in our rapidly changing environment and take a leading role to ensure that our expertise, information resources and our physical and digital library spaces continue to meet changing expectations and contribute to the achievement of the University's goals. To do this, we have developed a Library Plan, aligned to the University's 2018-22 *Strategic Plan*, which outlines three strategic priorities for the Library:

- the Library environment – reimagined
- customised and personalised experience
- leadership and community engagement

Working as one library across our network of campuses, we will engage with students and staff and contribute to student success and excellence in research through strong collaboration which leverages our key strengths: our staff and their expertise; the breadth and depth of information resources we provide; and the partnerships we build which enable us to work across and outside the University to deliver connected services.

Our Plan reflects our emphasis on customer service and our commitment to connect closely with the University and our communities to anticipate and respond to change, continually evolving our services and digital and physical spaces to address future needs.

Fiona Salisbury
Executive Director, Library
and University Librarian



¹. Breen, W. J Building La Trobe University: reflections on the first 25 years, 1964-1989



Our Library mission

The Library unlocks human potential through personalised knowledge services and community connections.

Our Library vision

The Library is an exemplar in everything we do.

Our values

This approach is based on our **values** of:

- inclusiveness, diversity, equity and social justice
- pursuing excellence and sustainability in everything we do
- championing our local communities in Melbourne's north and regional Victoria
- being willing to innovate and disrupt the traditional way of doing things.

Our cultural qualities

Our Library approach is to build a strong staff culture which reflects the La Trobe cultural values and qualities (we are connected, innovative, accountable and care).



Connected
We are communicative and consultative.



Innovative
We are brave, innovative, agile and resilient.



Accountable
We are accountable, responsive and empowered to act.



Care
We are supportive, team focused, honest and client centred.

Our Library

The Library has been at the heart of the La Trobe community from its beginnings 50 years ago, providing the resources and services to meet the learning, teaching and research needs of the University community. A strong focus on continuous improvement has ensured that library services, programs and collections have continued to evolve with the changing requirements of our students, academics, researchers and professional staff.

Operating as one service across campuses in Australia, offshore, and online, we connect the La Trobe community with knowledge through integrated scholarly collections, proactive services, managed learning spaces and best practice digital information management. The Library is both an enabler and a leader; delivering an outstanding student experience through collaborative University initiatives, while leading in fields such as the development of student digital capabilities.

Over the next five years, digital disruption and globalisation of knowledge will continue to gather pace and challenge our expectations about how knowledge is discovered, used and created. In this shifting knowledge landscape the Library will provide the strong leadership and collaboration needed to successfully navigate an exciting scholarly information future to continuously enrich staff and student outcomes in research, learning and teaching.

In a digital world, human interaction is critical. Connection with digital knowledge is paradoxically increasing the value of physical visits to our Library. The Library is a knowledge and learning hub where our community meets, talks and collaborates. It is a central place that promotes creative, interactive and communal learning. In the Library, the physical and digital resources, knowledge services, and tools needed to advance knowledge and learning are brought together to give everyone in our community an opportunity to unlock their potential.



La Trobe University Strategy diagram

This diagram represents the *La Trobe University Strategic Plan 2018-2022* by placing the student experience at the centre of our core objectives and enablers, and by highlighting the importance of people and culture to delivering our mission and vision.



The Library and La Trobe’s Strategic Plan 2018-2022

This Library Plan supports and enables the *La Trobe University Strategic Plan 2018-2022* and its four core objectives:

1. Outstanding Student Experience
2. Student Employability
3. Research Excellence
4. Unrivalled Partner of Choice

We are one library serving a diverse scholarly community that includes students, academics, researchers and professional staff across a connected network of campuses and communities throughout and beyond Victoria. We work as one team to take a holistic view – working together to facilitate access to, and interaction with, knowledge throughout the learning, teaching and research lifecycle.

Outstanding Student Experience

“To meet the needs of our diverse student body, La Trobe must offer a consistently high-quality student experience that is engaging and academically successful”²

The Library is vital in providing a high-quality student experience, with 94% of students agreeing that the Library contributes to their study/research success.³

To broaden our impact and value as a partner in providing an outstanding student experience we engage with academic and professional colleagues to improve the visibility of digital and physical services and information resources.

We will deliver quality enquiry services and programs where and when students need them. Our services and programs will be designed to empower students to navigate changing digital scholarly publishing models, platforms and data. We will provide the right information resources and tools for learning, teaching and researching in a digital world.

Student Employability

“...we need to improve students’ employment prospects by empowering them to develop the skills and capabilities that employers tell us will be important in the future workforce.”⁴

By working with students to develop the digital literacies to live, learn and work in the digital world, the Library will empower students to build the capabilities required in the new work order. La Trobe students will be recognised by employers for having the digital dexterity to exceed employers’ expectations for discovering, using and creating digital information and knowledge.

Our students’ digital skills and aptitudes will be honed in library programs delivered in the curriculum and engaging students beyond the curriculum.

The Library will focus on partnering with students to co-design services, spaces and resources giving them authentic experience working with information professionals in a professional environment.

Research Excellence

“Maintaining our research reputation is essential to our future and is everyone’s business.”⁵

The Library will contribute to maintaining La Trobe’s research reputation, providing targeted support to enable researchers to increase the quality and quantity of La Trobe research. We will work closely with researchers, our communities and partners to deliver a connected service regardless of location or campus.

We will develop our services at regional campuses to align with and support the Regional Research Strategy. Augmenting research reach and impact, and ensuring La Trobe research is easily accessible nationally and internationally is a priority for the Library and we will strive for excellence in delivering outcomes in this area of endeavour.

Unrivalled Partner of Choice

“Universities of the future will have strong partnerships with students, governments, industry, alumni and communities. These partnerships will be global, multidisciplinary and cooperative, bringing all parties together for mutual benefit.”⁶

The Library is part of a network of national and international academic libraries that share expertise and collaborate to improve the future of library services, collections and programs in higher education. We are well placed to strengthen and extend our existing relationships, and develop a reputation for our culture of innovation to become an outstanding partner of choice in this environment.

2. La Trobe University *Strategic Plan 2018-2022* p12
3. Insync Library Client Survey, 2018 (4503 responses)
4. La Trobe University *Strategic Plan 2018-2022* p14
5. La Trobe University *Strategic Plan 2018-2022* p16
6. La Trobe University *Strategic Plan 2018-2022* p18

About this Plan

The Library Plan is organised around three themes and has been developed through consultation with Library staff and the University community.



The Plan themes embody how the Library will contribute to the University *Strategic Plan 2018-2022*. The themes shape what we will do and what future success will look like. The Plan themes are:

- The Library environment – reimagined
- Customised and personalised experience
- Leadership and community engagement.

These three themes focus attention on the way in which people consume and interact with knowledge in a world where information is increasingly global and digitised. Delivering against these themes will enable us to stay ahead of our rapidly changing environment, to lead change, and enrich the scholarly experience for our communities.

The Library Plan will be reviewed and refreshed in line with changes to the University Strategic Plan, and as the knowledge environment evolves.

Opportunities across these themes will be prioritised in a strategic manner by considering multiple horizons. Our core business will be refined and improved; new and extended services will be evaluated and implemented, and future trends anticipated to inform and enable the Library as a sustainable and valued partner.

Realising the three Plan themes of *The Library environment – reimagined*, *Customised and personalised experience* and *Leadership and community engagement*, will strengthen the Library's position as a leader in the higher education and library sectors. Critical to this aspiration is the underpinning enabler, *Workforce and cultural quality development*.

The outcome of pursuing these themes will reinvent the Library. In an environment where our community can conveniently access library services and resources on smart mobile devices, physical visits to the Library are increasingly an expression of the Library's centrality and an indicator of the importance of an integrated digital and physical academic library.



Overall goal for the Library Plan

GOAL

To have national and international recognition as a global exemplar of an integrated digital and physical 21st century academic library.

2022 TARGET

The number one most visited Academic Library in Australia.⁷

7. In 2016, La Trobe University Library was the fifth most visited Academic Library in Australia based on CAUL Statistics. Library visits are calculated by Turnstile Count divided by Population (All Students and Staff).

Plan Themes

The library environment reimagined

Co-designing services to support our diverse cohorts

What we will do:

1. We will engage with the wider University community to understand and design services which meet their diverse needs.
2. We will bring our community together to design and deliver flexible and responsive outreach and engagement activities which connect with and inspire our communities.
3. We will map, redesign and renew spaces for physical and digital interaction, looking through the eyes of the client and engaging them in the design and delivery of truly proactive and intuitive services.

What will success look like in 2022?

Co-design with our many communities is part of library practice across all disciplines and campuses. We routinely adopt a co-design mindset and actively create with our communities to continuously improve the library services, programs and systems.

Creating environments and resources which engage and enable learning

What we will do:

1. We will redefine Library environments, resources and collections to inspire and excite, making learning and discovery interactive and playful.
2. Library learning spaces across all campuses will be renewed in an integrated manner, placing learning and research experience front and centre.
3. We will provide student learning support services linked across campuses and in a range of priority disciplines to support student success and retention

4. In reflecting our University values and culture, Library spaces will provide a rich and motivating environment to support engagement of current and future students.
5. We will provide the most relevant digital collections to allow our students and staff to flourish.
6. We will promote our staff expertise, services and our collection in a highly visible and accessible way, using new and existing communication channels.

What will success look like in 2022?

New, exciting spaces transform how the physical Library is experienced and reinforce University cultural qualities. Engaging with the Library's digital resources is an intuitive experience and integrated in the daily routine of students and staff. The Library is renowned for seamless navigation across and within relevant physical and digital services, enabling our community to learn and collaborate across boundaries.

Overall goals for library environment

GOAL

To deliver a consistently high quality Library experience for all students, researchers and staff across all campuses and online environments.

2022 TARGET

Library Masterplan implemented. Physical and virtual spaces transformed - with overall student satisfaction in the top 25% of Academic Libraries in Australia.⁸

⁸ Overall satisfaction benchmark as measured by InSync Library Client Survey 2016



Customised and personalised experience

Enhancing experiences: face-to-face and digital

What we will do:

1. We will provide consistent, accessible, high quality student-centered services across digital and physical environments to meet the current and future needs of our community.
2. Library digital literacy programs and services will provide an outstanding learning experience.
3. Library staff will work with intuitive and responsive digital platforms, delivering excellence in customer service, irrespective of physical or virtual location.
4. We will help transform how our community consumes and interacts with scholarly information resources and knowledge in enhanced face-to-face and digital environments.

What will success look like in 2022?

Our services are customised and personalised to support student needs and discipline focus. Regardless of physical or virtual location our University community has seamless access to the integrated resources and advice needed to be successful in learning, teaching and research.

Expanding our reach to empower our community

What we will do:

1. We will extend services beyond Library walls and take services to our communities and into learning and research spaces across La Trobe.
2. We will provide more opportunities for face-to-face interactions, deepening relationships and engagement with our communities in discipline and research contexts.
3. We will support our community to fulfil their obligations for creating, accessing and using information.
4. We will help scholars communicate their research - regionally, nationally and internationally.
5. We will advocate to advance global open access initiatives in our local, national and international environment.

What will success look like in 2022?

Students' expertise in accessing and using knowledge in their field positions them for career success and lifelong learning. La Trobe's research output makes a difference; where appropriate it is openly available and easily accessible nationally and internationally.

Improvements in student and researcher engagement with, and experience in, the Library will be measured by a range of indicators which can be benchmarked nationally and internationally e.g. Net Promoter Score.⁹

9. Net Promoter Score (NPS) is a Client Experience metric designed to measure the willingness of clients to recommend services to others. The NPS for Library client experience was measured as 25 from the 2016 Insync Library Client Survey.



Overall goal for customised and personalised experience

GOAL

To improve the overall student experience and engagement with the library.

2022 TARGET

To attain a Library Net Promoter Score of 30.



Leading in the Higher Education and Library Sectors

Through innovative practice, the Library will significantly enhance student, academic and researcher success; we will look to the future, anticipating and responding to the needs of a contemporary workforce. We will support the 'La Trobe Graduate of Choice' through increased capability, understanding and engagement of digital literacies.

We will be a key influencer within the Library sector via collaborative projects, national and international professional activities and extensive networking. Our innovative practice will continue to be based on evidence and evaluation.

Enabler: Workforce and Cultural Quality Development

We will build a strong culture embracing the La Trobe cultural values and qualities (We are accountable, We are innovative, We care, We are connected). Succession and workforce planning and professional development will provide the right people with the right capabilities to ensure the long-term operational sustainability of the Library in a rapidly changing environment. Leadership capability will be nurtured and developed at all levels, resulting in a workforce with a strong culture of sustainable and innovative practice.

Our teams will be resilient, agile and connected, understanding national and international trends and higher education challenges and opportunities for academic libraries.

What does it mean for me?

Your Library environment will continue to evolve and you will have regular opportunities to contribute to help shape our future direction.

You will find physical and virtual spaces brought together in new ways to immerse you in an environment conducive to your learning or research needs, be it the exchange of ideas, accessing the latest knowledge in your field, or being creative with new technology.

You will be able to access Library expertise to communicate and leverage your research nationally and internationally.

You will get the right help when and where you need it and there will be increased opportunities to develop skills and capabilities for the digital world and lifelong learning.

The Library will be an exemplar in everything we do, and your connection with us will enable you to seamlessly and confidently navigate the changing future of knowledge creation and discovery.

As we evolve, you can expect to be connected with the Library more than ever before.

Related La Trobe University Plans and Strategies

The Library Plan has been developed in consultation with portfolios across La Trobe and should be read in tandem with the following:

- Learning and Teaching Plan
- Student Success and Retention Plan
- Research Plan
- Regional Research Strategy
- Globalisation Plan
- Indigenous Workforce Strategy

Disclaimer: Every effort has been made to ensure the information contained in this publication is accurate and current at the date of printing.

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