Scholarly Services
Scholarly Resources Framework

May 2022

Research and Collections Stewardship - Student and Scholalry Services (SASS)

Strategic context

Scholarly resources, scholarly communications and education environments are being transformed due to digital disruption, and emerging economic and global challenges. The University of Melbourne holds a wonderfully rich collection containing items of both historical and contemporary significance covering a wide range of formats and an expansive range of subjects for teaching and research. This is delivered to our academic body through physical buildings, online search interfaces and the University Learning Management System. Whilst we continue to draw on this large wealth of existing academic resources, ongoing stewardship of our scholarly resource collections requires careful and considered planning to meet current and emerging challenges.

Specific internal and external imperatives include:

- Facilitating access to the digital environment, especially emerging formats and tools
- Financial sustainability and our place within future scholarly publishing models
- Improving the learning, teaching and research experience by meeting evolving expectations of scholarly resources from students, academics, alumni and the wider society

This Scholarly Resources Framework (SRF) has been developed to negotiate these emerging imperatives, in alignment with Melbourne's key overarching strategies and policy;

Advancing Melbourne 2030 reflects the University's commitment to its people, its place, and its partners; and outlines our aspiration to be known as a world-leading and globally connected Australian university, with our students at the heart of everything we do.

Scholarly Information Futures Strategy 2020-2025 articulates how emergent thinking in the development of next generation scholarship can support the University's commitment to excellence in research, learning and teaching. The strategy outlines ways in which scholarly information, communications and technologies will motivate new and transformative changes for our University Community

Collection Policy articulating accountabilities for developing and managing University Collections

The Scholarly Resources Framework outlines our operational pathways to increase the accessibility of Melbourne scholarly outputs in order to facilitate increased influence, and to ensure sustainable access to highly relevant, contemporary scholarly resources for teaching, learning and research. It will outline strategic principles and targeted guidelines related to the stewardship of University scholarly resources collections. It guides collection management processes to build sustainable scholarly collections to support the Teaching and Learning, Engagement and Research strategic imperatives through careful stewardship including selection, procurement, cancellation, access, discovery.

Supporting Procedural Documents

- The **Scholarly Services Collections Management Plan** is a comprehensive roadmap of components of work required for us to establish effective governance and stewardship of our collections, as well as fulfill our strategic and project requirements.
- The **Scholarly Services Collection Maintenance Calendar** will capture the annual schedule of tasks to maintain scholarly collections and will cover related components of work: maintain physical collections, management of records, financial management, access to external collections and disaster response.

Principles

These Principles are framed to align with the "Principles to Guide our Decisions" as part of the Scholarly Information Futures 2020-2025 Strategy and provides the foundation for the Scholarly Resource Framework to guide short and long-term goals. These principles are designed to enable agile and flexible responses to the rapidly changing contemporary and future environment and are aligned to the broader institutional strategic goals:

To deal with a rapidly changing environment we will

Concentrate on our research strengths, using our information environment to build stronger cross-disciplinary links.
We will develop our information and infrastructure in ways that are useful across disciplines, creating mechanisms to make collaboration easy while supporting our research strengths.

which means for Scholarly Resources we
- will focus on purchases and resource sharing options that support, complement, and enhance our teaching and research collection strengths
- will focus on discovery paths that improve collaboration
- will approach collection decisions holistically for the benefit of the University across our scholarly resources collections; and avoid siloed or singular based analysis.

Take a human-centric, design-led approach to co-creating and implementing change

We will involve student, staff and other end-users in designing and delivering change, acknowledging that they are both consumers and producers of scholarly information. Informed by the pedagogy of peer support we will engage students in the design, delivery and evaluation of student-facing services to generate more powerful learning outcomes and to nurture student leadership.

which means for Scholarly Resources we
- work in partnership with Academic Divisions staff and students, and centre their needs in decision making
- embed authentic feedback mechanisms for collection development protocols such as purchasing and subscription cancellations
- draw on UX (user experience) to explore new pathways to our collections
- Review and develop processes and workflows with an end-to-end perspective, from the customer request to the delivery point, and throughout the lifecycle of the resource.

Work as partners across academic and professional boundaries to achieve our aims.

Technology will continue to change the way in which our scholars engage with, use, and create information in their learning, teaching and research. We will use the expertise that exists across different parts of the organisation rather than replicate professional knowledge and skills in each organisational unit.

which means for Scholarly Resources we
- proactively partner and collaborate with relevant academic and professional support teams to house, deliver and maintain our scholarly collections
- actively contribute to partnership forums identified to deliver benefits to our scholarly collections, such as University of Melbourne user groups, digitisation collectives or resource sharing communities
- work in partnership with our academic and professional community to ensure we offer a balanced range of spaces to access our collections

Build our physical and virtual information environments, including our libraries, to maximise flexibility

We will create physical and virtual learning environments of premium quality. Ongoing research and reflection about scholarly information practices will be essential to inform the effective and efficient development of our scholarly information environment. Decisions about buildings, whether new constructions or refurbishment, are for the long term.

which means for Scholarly Resources we
- ensure our scholarly collections are easily discoverable and accessible to our staff and students, and where applicable wider communities
- identify resourcing needs for core stewardship accountabilities, both physical and virtual, to ensure we manage and upgrade our collection storage facilities
- to ensure equity of access investigate and implement formats and pathways that increase accessibility for those with additional viewing or access requirements
- include standards based meaningful descriptive data in order to support discovery
- schedule, monitor and resource collection maintenance tasks across Scholarly Services collections and audit effectiveness and impact
- explore standardised digitisation and resource sharing options to build pathways to required teaching, learning and research materials
- in order to manage our collection facilities actively, donations are limited to known collection gaps or rare items. Donations with specific conditions may only be taken if resource support such as cataloguing are also available.

Leverage the opportunities offered by being part of a global collaborative community

We will actively seek to participate in collaborative communities and partnerships that enable us to influence and leverage abilities beyond our means as an individual organisation. We will use open standards, open source and other open initiatives to ensure that we can effectively collaborate, 'trade' and re-use the work of whole communities. We will not invest in creating bespoke solutions that we could readily achieve in other ways or where they do not add unique and deep value to our mission.

which means for Scholarly Resources we
- first seek to procure online, openly licensed, DRM free formats
- contribute to networks working towards open access, open source, open standards and other initiatives that are openly accessible to all
- support resource sharing and digitisation of our content where this will not negatively impact on our teaching, learning and research communities

Focus on strategic and professional relationships as a key differentiator in a competitive world

The high quality of our staff and students is a unique asset which should be recognised, developed and capitalised upon to realise our collective aspirations. We aim to increase and enhance strategically important partnerships and professional relations, internally and externally. We will create an intellectual environment that is inclusive and respectful of Indigenous Australian perspectives. This will include promoting a critical and scholarly engagement with our University's institutional history (including our colonial and eugenics history) and our historical relationships with Indigenous Australians.

which means for Scholarly Resources we
- actively procure resources that contribute towards culturally diverse scholarly collections that enhance our research and teaching strengths
- maintain ethical stewardship practices cognisant of cultural knowledge protocols
- collect resources that ensure voices from culturally diverse communities are available within our scholarly collections
- actively contribute to identified beneficial partnerships for access to scholarly resources eg international resource sharing available from Hathi Trust membership draws on the Google Books digitisation project.

Seek to shape national and international agendas, as befits our role as a leading institution

We will advocate for change to public policy and other relevant agendas, where possible in cooperation with other organisations. This will enable us to more readily advance scholarly information and communication and to achieve our vision.

which means for Scholarly Resources we

- leverage national and international partnerships towards fiscally sustainable agreements for access to scholarly resources
- take a leadership role in international negotiations about access to scholarly resources
- actively contribute to networks working towards improved access to scholarly resources
- deliver pathways to online information globally

Value the diversity of our discipline and curriculum, our innovative pedagogies and research agendas, whilst recognising the need to make choices about our common future informed by an understanding of value and cost

Div... ... as a mechanism for strategic differentiation and global leadership, as well as a moral imperative. We will look for ways to learn continually from the different views that disciplines and individuals have of our present situation and of future needs. We will use this to inform our choice of initiatives. We will seek optimum impact from the investment of time, energy and funding.

which means for Scholarly Resources we

- focus on acquiring resources that support our teaching and research strengths
- purchase materials that can be utilised across our student and staff body, rather than models offering access only to specific cohorts or classes
- assess resources in order to maximise the return on investment for the University community
- consider alternative models to direct purchase where they will offer resource savings eg resource sharing, digitisation

Use quantitative and qualitative data to inform our choices

... ... be open by default, with appropriate stewardship to deal with exceptions and other governance matters.

which means for Scholarly Resources we
- work towards transparent, neutral, measured and evidence based decisions, through analysis of our scholarly collections
- regularly review our collections and report against agreed metrics

Implement initiatives in ways that ensure we can be innovative, agile, adaptable and flexible.

Our strategic direction will be based on an achievable long-term vision and an iterative approach to planning and implementation. Whenever possible we will adopt international standards and implement infrastructure in ways that support cost-effective local innovation, experimentation and prototyping.

which means for Scholarly Resources we
- continually monitor emerging technical pathways to scholarly resources and investigate and upgrade discovery and access pathways
- explore and encourage proof of concept or innovation trials of emerging technologies that will improve the discovery and access of scholarly resources

Plan and operate in ways that ensure the sustainability of the University, from organisational, financial, social and environmental perspectives.

We will minimise the negative environmental impact of our activities and will seek to offset any negative effects that we cannot avoid. We will consider issues of data quality and longevity in choices for new technologies and services. We will not implement major capital initiatives without first identifying a funding stream to operate and maintain them as sustainable services.

which means for Scholarly Resources we
- manage scholarly resources funds in a sustainable manner requiring consideration of the organisational, financial, social and environmental impacts of our policies and practices
- act as responsible stewards for the whole lifecycle of University scholarly resources
- have a flexible purchasing model that encompasses and balances a range of options eg purchase, subscription, reciprocal agreements, evidence based, patron driven, resource sharing
- will not support procurement of resources offered through a non-sustainable business model
- review collection space and storage to ensure we maximise use of library and learning spaces
- will avoid duplication and will explore digitisation of scholarly resources

Governance

Portfolio Leadership: Deputy Director, Reserch and Collection Stewardship, Donna McRostie mcrostie@unimelb.edu.au

Key contacts:

Associate Director Collection Access and Development	Manager Collection Development and Maintenance
Ruth Baxter – r.baxter@unimelb.edu.au	Robert Hamilton – roberth@unimmelb.edu.au

Scholarly Services Strategic Executive Team

- set strategic direction and allocate resourcing
- review recommendations and endorse from the Collections and Discovery Advisory Group
- approve changes to policy or operational processes

Collections and Discovery Advisory Group

Purpose: Ensure collection decisions are made in a strategic and systematic manner in alignment with University 2030 strategy and underpinned by the Scholarly Information Strategy 2020-2025. Ensure related policy and projects improve discovery of our collections and improving our staff and students academic experience.

Scope: All Scholarly Services general, archival and special collections (cultural collections). This group has strong synergies and interdependencies with the Environments and Experience Advisory Group, and the Services and Systems Advisory Group. Externally it also has strong synergies with the University of Melbourne Strategic Collections Advisory Group of which both the Director Scholarly Services and University Librarian and Deputy Director Research and Collection Stewardship are members

Terms of Reference
- Review and recommend approaches for the sustainability of the Materials Vote and associated Trusts
- Advise on prioritisation for collection purchase, digitisation and preservation, according to value for the - University of Melbourne community and established policies and frameworks.
- Review and recommend proposed initiatives for improving the discoverability of, or access to collections
- Review and ensure alignment with strategic imperatives and collection development frameworks and guidelines

Reports : This committee reports to the Scholarly Services Executive team and will provide regular metrics, aligned to University strategic and operational priorities. It can suggest priorities and working groups to the Scholarly Services Executive team

Collections Access and Development team, Research and Collections

Student and Scholarly Services staff team who focus on stewardship of our Scholarly Services collections, especially as regards their management, development and discovery.

This team will implement designated scholarly collections projects as directed by the Scholarly Services Strategic Executive Team, as well as manage ongoing operational processes and requirements arising from the Scholarly Resources Framework. This team oversees and reports on expenditure on the Scholarly Resources collections as designated under the University Materials Vote, and associated Trust income.

Reports: This team reports changes and progress to the Collections and Discovery Advisory Group and Scholarly Services Strategic Executive Team.