



**International Master in Digital Library Learning (DILL)**

**Workshop from Dr Graham Walton on developing a digital library strategy**

**University of Parma**

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This workshop will explore the importance of strategy development in the digital library. There will be a short presentation on strategy in the digital library context. This will be followed by activities involving small groups using the following as a case study. Included in these activities will be a PESTLE analysis and a SWOT analysis to inform a digital library strategy. The case study will be concluded by an activity that will identify barriers to the strategy and how these would be overcome.

**Dr Graham Walton**

**15/10/09**

## **Case study of the 'University of Central Europe'**

You were appointed as Librarian for the University of Central Europe in 2009. The University Chief Executive has decided that the University of Central Europe needs to become an E-University. She has asked all Heads of Department for produce a strategy that will show how this will be achieved. You have been asked to develop a digital library strategy that will cover 2010 to 2015

### **Background to the University of Central Europe**

The University of Central Europe is a large central European city. It was established in 1860 and has grown to have 32,000 students. The University does not have a central campus but has buildings distributed across the city. The University has just appointed a new Chief Executive who has identified the following key strategic directions for the University:

- Increase the number of part time and overseas students and use e-learning more extensively
- Enhance the research profile (including developing an institutional digital repository)
- Reduce the total costs by 5%
- Develop the University into a global university

(You need to ensure the digital library strategy takes notice of these!)

### **Current Library and its buildings**

The current library services are offered from a central large Library and 24 small departmental libraries spread throughout the City. The central Library was built in 1958 and has not been altered. It is located on 4 Floors

- Floor 4: large pc open access lab with over 280 pcs
- Floors 1 - 3: mixture between silence study spaces, books, back journals and current journal displays

The Library has a good reputation in the University for being customer focused. Some new academic staff are asking for more digital resources. Other academic staff do not want the number of print books and journals to be reduced.

### **Library staff**

There are over 150 part time and full time Library staff who work across the Central Library and 24 departmental libraries. The staff are very loyal and most have been there for at least 20 years. Some new staff have recently started working in the Library who are very keen to use Web 2.0 applications such as blogs and wikis. Library staff are very proud of their Library building and its services. Some are very reluctant to see any changes introduced and are not confident in their own Information Technology skills. The Library's organisational structure is included in Appendix 1 and has remained the same for the past 15 years.

### **Library collection**

The view of most Library staff is that the Library should provide an equal amount of print and digital information. The Library subscribes to 4000 e-journals as well as 6000 paper subscriptions. Most of the 4000 e- journals are also available in paper. The University Library has just received a donation of 10,000 University archival paper documents. No e-books are subscribed to but there some requests are beginning to come through for them now. In the past few years, the Library has seen the number of books issued decline. This applies to the normal and short loan collections.

### **Library systems**

All book records are on the OPAC and books are issued manually from a central book issue desk. The Library has a web site but it has not changed its design in 4 years and any new content is added every 6 months. The Library does have portal that brings together various electronic resources. This portal has been criticized as being difficult to use. Some of the Library staff have set up an informal Library blog but it is not very well known about in the University.

### **Other Library services**

- **Information literacy:** Library staff have been running several sessions on information literacy face to face to students but for the past few years the number of people attending these sessions has been reducing
- **Document delivery:** the number of requests the Library receives for documents from elsewhere has been declining. Up until now, all staff requesting a document receive it in paper format

- **Enquiry service:** there are 4 staffed enquiry service points in the Central Library which operates only from 9.00 - 17.00 hours. Only 5 of the larger departmental libraries have enquiry services.



## **Appendix 1 Organisational structure of the University of Central Europe's Library**