

#### HERESY OR INNOVATION?: TRANSFORMING CULTURE AND SERVICE FOR IMPACT

In December 2011 Professor Paul Wellings was appointed as Vice Chancellor at the University of Wollongong (UOW). Professor Wellings commenced his appointment with a call for action in stating that the university will aim to move to within the top 1 per cent of universities in the world, according to university ranking systems, by continuing its marked focus on research and students. He indicated a particular emphasis on recognising and developing research of high quality and impact. Following on from this, the executive have communicated an institutional goal of 60 per cent of UOW research outputs be held within the institutional repository, Research Online.

The ERA2010 exercise changed the landscape of research and publication management at UOW, quickly pushing the research agenda into the spotlight across the university. Early on, the Library responded to the increased focus on research and supporting services as a result of ERA. The Library, always alert to its value to the university, quickly understood that it could play an integral role in the research agenda through the development of our skill sets and services. To achieve this, the Library needed to rethink its structure, services, and strategic focus to build a balanced alignment with the goals of the university.

To undertake this journey we needed to recognise that, as an institution, we had focused our resources predominantly on teaching and learning support, for a number of years. The recognised need to re-balance our services to reflect the broad university goals, particularly the research agenda, resulted in the major review and realignment in 2011-2012 of the two large divisions in the Library, Resources and Client Services.

The delivery of an integrated research support and publication management services model at UOW Library is now becoming established after a period of restructure, process review and rationalisation, and staff up-skilling. Closer connectivity between the Resources and Client Services Divisions in delivering these services ensures that stratified elements of the large and complex process of supporting research and publications are captured and handled effectively. A picture of how this is achieved is provided below:

- Restructure and up-skilling of staff in the Divisions: an Academic Outreach team was formed within the Client Services Division and has assumed responsibility for 'selling' Library services related to publication management and impact. The Scholarly Content team was formed within the Resources Division to provide specialised support for the

processing and management of research publications within the repository and other systems.

- Increased responsibility for the Library in capturing UOW research publications within the institutional research system and the repository to ensure the accurate representation of research publication activity at the university.
- Simplifying the systems and processes for ensuring the recent publishing history of new and existing researchers is captured. A service email address was established for researchers to send CVs, post-prints, or other material to the Library directly, removing the onerous steps required in submitting information via forms in institutional systems.
- Increased linkage between key systems for internal capture and reporting of research publications and the institutional repository, Research Online (RO). RO provides visibility and discoverability of UOW outputs.

Restructuring the Client Services and Resources Divisions enabled the Library to commit resources and build expertise in delivering specialised services to research staff, thus re-positioning the Library strategically in this space, and making it an essential piece in the complex research support puzzle. The Academic Outreach team has been integral to forming an understanding among members of the academic community about what they need to do to get their research outputs visible, counted, and making an impact in their respective fields.

The full paper for this presentation can be found [here](#).

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