

# STRATEGY OF THE COUNCIL FOR FINNISH UNIVERSITY LIBRARIES 2007- 2012

<p><b>MISSION</b> The Council for Finnish University Libraries ensures the attainment of university libraries' joint objectives and promotes library operations, particularly in universities.</p>	
<p><b>VISION</b> <b>FINNISH UNIVERSITY LIBRARIES – THE CORE OF RESEARCH AND LEARNING INFRASTRUCTURE</b> The Council for Finnish University Libraries is shaping the future for improved accessibility and usability of research information and is establishing itself in the field as an important societal force.</p>	
<p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1. Promotion of the impact of university libraries on the implementation of universities' core duties</li> <li>2. Influencing societal decision-making and public debate to ensure the availability of information resources</li> <li>3. Enhancement of the national and international visibility of the Council</li> <li>4. Development of joint practices</li> <li>5. Improvement of the productivity of the field</li> </ol>	<p><b>CRITICAL SUCCESS FACTORS</b></p> <ul style="list-style-type: none"> <li>• Development of a joint set of impact indicators</li> <li>• Lobbying of legislators and influencing of official documents related to the operations of university libraries</li> <li>• Participation in the operations of various associations and organisations</li> <li>• National and international visibility</li> <li>• Exploitation of international networks</li> <li>• Decision-making and operations models of the Council</li> <li>• Anticipation of future developments</li> <li>• Rational streamlining of core processes and defining of a basic level of services</li> <li>• Creation of new services and operations models</li> <li>• Exploitation of new technologies in the development of services</li> <li>• Cooperation with partners</li> </ul>
<p><b>INTEREST GROUPS</b></p> <ul style="list-style-type: none"> <li>• Decision-makers: the Ministry of Education, the Finnish Council of University Rectors as a representative of universities</li> <li>• Partners: providers of funding, memory organisations, academic communities, ministerial research institutes, the National Union of University Students, library associations, CSC- the IT Center for Science, the Finnish Virtual University, polytechnic libraries, specialised libraries, general libraries, the National</li> </ul>	<p><b>CHANGES IN THE OPERATING ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>• Demands for efficiency and impact set by the Ministry of Education's productivity programme, structural development of higher education, and the expanding operations of libraries</li> <li>• Challenges posed by internationalisation: international development of research and teaching, internationalisation of library services</li> <li>• Overall development of ICT in state administration, rapid development of information systems</li> </ul>

<p>Library, the National Repository Library</p> <ul style="list-style-type: none"><li>• Users: students, researchers and other users through projects and other libraries</li></ul>	
<p><b>ACTORS</b></p> <ul style="list-style-type: none"><li>• University libraries, the National Library, the National Repository Library</li></ul>	<p><b>VALUES</b></p> <ul style="list-style-type: none"><li>• openness, expertise, cooperation, free access to information and the freedom of science</li></ul>

## 1. Introduction

The strategy outlines the operations of the Council for Finnish University Libraries for the years 2007–2012. The strategy was devised in cooperation with directors of Finnish university libraries on the basis of the work of a separate working group<sup>1</sup> comprising members of the Council and a representative of the National Library. During the drafting stage, representatives of interest groups<sup>2</sup> were consulted.

## 2. Council for Finnish University Libraries

The Council for Finnish University Libraries is an organ that coordinates cooperation within the network of Finnish university libraries. The Council consists of the libraries of Finnish universities, the National Library and the National Repository Library. The Council elects a chair for a term of two years and has an executive committee and a secretary from the National Library.

The Council issues statements, makes initiatives and proposals, commissions surveys, launches joint projects and establishes working groups. The Council has the following direct resources at its disposal: Council meetings, executive committee meetings and the work contributions of the secretary and staff engaged in various projects. The Council may also indirectly engage the staff of university libraries to carry out its various duties.

The Council makes decisions by consensus, and it may, in special cases, decide separately to delegate its power of decision to the executive committee.

Through its representatives, the Council participates in a multitude of working groups and meetings. It also organises joint meetings and conferences with its interest groups.

## 3. Values

The values guiding the operations of the Council for Finnish University Libraries embrace openness, expertise, cooperation, free access to information and the freedom of science.

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<sup>1</sup> Membership of the working group: Ari Muhonen, Helsinki University of Technology Library (chair); Helena Hämynen, Joensuu University Library; Jarmo Saarti, Kuopio University Library; Kristiina Hormia-Poutanen, the National Library; Heli Myllys, Viikki Science Library of the University of Helsinki; Esko Ala-Peijari, Theatre Academy Library; Pirjo Vatanen, Jyväskylä University Library; Helena Mattila, the National Library (secretary).

<sup>2</sup> Comments were presented by the following: the Executive Committee and Secretary General of the Finnish Council of University Rectors, Councillors Anneli Äyräs and Annu Jylhä-Pyykönen, and Senior Advisor Anne Lehto from the Ministry of Education, Rector Matti Uusitupa from the University of Kuopio, Professor Markku Löytönen from the University of Helsinki and Mr Juhani Nokela, Secretary for Educational Affairs, the National Union of University Students in Finland.



## 4. Analysis of the present state

University libraries share a common operating environment, which serves as a basis for the Council's work.

STRENGTHS	OPPORTUNITIES
<p><b>Quality and impact:</b> Common objectives and procedures, development projects, consortia and networks, national academic library services, functional relations with decision-makers, improvement of quality</p> <p><b>Know-how:</b> Network expertise, familiarity with the field of academic library services</p> <p><b>Division of labour:</b> Improvement of productivity</p> <p><b>Cooperation:</b> Interaction in the library network</p>	<p><b>Innovativeness:</b> Development of new services and methods for their production</p> <p><b>Cooperation:</b> New partners, national and international networks, rational division of labour and operations, reorganisation of the network of universities</p> <p><b>Visibility:</b> Marketing, enhancement of lobbying, demonstration of productivity and impact, peer reviews</p> <p><b>Technology:</b> Exploitation of new technology</p>
WEAKNESSES	THREATS
<p><b>Decision-making process:</b> Fragmentary and unsynchronised implementation</p> <p><b>Visibility:</b> Weak demonstration of results and impact</p> <p><b>International cooperation:</b> The Council's international activities</p>	<p><b>Uncontrolled change:</b> Dramatic structural change in the university network</p> <p><b>Legislation:</b> New regulations restricting the traditional operations of libraries</p> <p><b>Competition:</b> Commercialisation of information production, alternative channels of information</p>

## 5. Changes in the operating environment

During the strategy period 2007-2012, the following changes in the Council's operating environment will affect its operations, either directly or indirectly, through changes in the operational preconditions of university libraries:

- Demands for efficiency and impact set by the Ministry of Education's productivity programme<sup>3</sup>, the structural development of higher education, and the expanding operations of libraries

The basic idea behind the productivity programme of the education sector is to boost the efficiency of operations, to reduce the number of staff due to shrinking age classes, and to establish joint service centres. Various regional and national consortia will be established to achieve greater efficiency. The structural development of higher education aims at an appropriate number and location of universities, as well as at a high level of quality and impact in operations. To reach these objectives, the Ministry of Education requires the universities to form larger and more efficient entities and to clearly define their profiles. The increasing of the

<sup>3</sup> *Opetusministeriön hallinnonalan tuottavuusohjelma 2006-2010*

emphasis on science and research, the third task of universities, and life-long learning pose new demands for libraries and expand their field of operation<sup>4</sup>.

University libraries will be able to meet the above-mentioned challenges provided that they:

- Continue their approach by which they find and create new centralised services and outsource their maintenance, and enhance their operations processes and use of ICT
- Improve their networking by streamlining their core processes and defining a basic level for their services
- Develop models for producing common services for local consortia consisting of various kinds of actors
- Lobby political decision-makers by drawing from the common interests of the library sector, despite the discursion of decision-making processes
- Specialise, for example, in the acquisition of materials in the areas of expertise of their universities, while ensuring that their collections are nationally and easily accessible
- In addition to the above-listed means for facing the challenges of their extending duties, reallocate their resources and ensure that significant new duties receive the needed resources.

#### Challenges posed by internationalisation: international development of research and teaching, internationalisation of library services

For their own part, university libraries contribute to the prerequisites for high-quality research and education. Their operations impact the functionality and efficiency of the national innovation environment as well as Finland's international competitiveness. In all likelihood, the development of the research infrastructure will occupy an important position during this strategy period.<sup>5</sup> The Bologna Process, which aims to create a European area of higher education by 2010, will probably increase student, teacher and research mobility from Finland and attract international students, researchers and teachers to Finland. Other priorities of the Bologna Process include establishing a framework and transparency for qualifications, closer alignment of the European Higher Education Area (EHEA) and the European Research Area (ERA), as well as quality assurance for teaching. International legislation, especially by the evolution of copyrights regulations and EU service directives, also affect the operations of university libraries. By supporting Open Access publishing and by participating in the FinELib consortium, libraries may improve the availability of research materials. Google and other international commercial services challenge libraries to improve their services.

The challenges of internationalisation require that university libraries, as a council:

- Take an active role vis-à-vis various fields of scholarship, follow the national and international debate on research infrastructures and, for their part, further the development of research infrastructures

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<sup>4</sup> *Hallituksen strategia-asiakirja 2006. Hallituksen poikkihallinnolliset politiikkaohjelmat ja politiikat* (Prime Minister's Office: Publications)

<sup>5</sup> European Strategy Forum for Research Infrastructures. The need for a national infrastructure policy emerged in a national infrastructure policy seminar in May 2005.

- Follow the developments related to the Berlin Declaration, the development of Open Access and copyrights legislation
- Follow the drafting and application of legislation concerning libraries and communicate their opinion through the Council for University Libraries to national decision-makers
- Authorise the representatives of university libraries active in international organisations to represent the Council and to cooperate in matters pertaining to appointments.

and as university libraries:

- Provide more services in foreign languages
- Ensure that cataloguing and content descriptions are consistent and of sufficiently high quality to safeguard their competitive position and cooperation with international partners
- Join forces in applying the results of the information literacy project, launched during the first stage of the Bologna Process, to the needs of international students, postgraduate students and researchers
- Define the role that university libraries play in the publishing process as part of the cycle of scholarly communication
- Take into account copyright issues and relevant legislation in their operations.

#### Overall development of ICT in state administration<sup>6</sup> and the rapid development of information systems

University libraries are pioneers in the creation of joint, harmonised customer-oriented information systems. During the strategy period, cooperation concerning information systems will extend across traditional boundaries between different sectors to promote the joint usage of information materials and software. Systems of information and communication technology will be integrated and information architecture will increasingly be based on common standards. The growth of electronic information materials and the further development of online administration and services require that the operations processes of libraries be defined and renewed. The accelerating pace of information acquisition, maintenance and distribution will change the role of libraries as service providers: customers require information in real time and preferably tailored to their learning, teaching or research processes. The integration of interlibrary services and local services in offering materials and services requires intensified regional and national cooperation and coordination. Libraries will play a greater role in the publishing of electronic materials and in the standardisation of relevant methods and tools.

The service concept required by customers requires that university libraries:

- Collectively guarantee compatible and user-friendly information materials online on the national level
- Continue to expand national cooperation in the acquisition of materials (acquisition consortia, maintenance, distribution, account management, user rights, database maintenance, management of agreements)
- Promote the joint usage of materials
- Enhance the integration of library services as part of teaching, learning and research processes

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<sup>6</sup> Valtioneuvoston periaatepäätös it-toimintojen kehittämisestä 15.6.2006. Opetusministeriön hallinnonalan tietohallintostrategia 2006-2015 (Government's decision-in-principle for the development of IT in state administration, June 15 2006. Ministry of Education strategy for information management 2006-2015).

- Continue the development of compatible ICT systems and tools in cooperation with the National Library and partners in the library sector and other sectors
- Define their role in the publishing of electronic materials.

## 6. Mission and vision

**Mission:** The Council for Finnish University Libraries ensures the attainment of university libraries' joint objectives and promotes library operations, particularly in universities.

**Vision:**

**FINNISH UNIVERSITY LIBRARIES – THE CORE OF RESEARCH AND LEARNING INFRASTRUCTURE**

The Council for Finnish University Libraries is shaping the future for improved accessibility and usability of research information and is establishing itself in the field as an important societal force.

## 7. Strategic objectives

1. Promotion of the impact of university libraries on the implementation of universities' core duties
2. Influencing societal decision-making and public debate to ensure the availability of information resources
3. Enhancement of the national and international visibility of the Council
4. Development of joint practices
5. Improvement of the productivity of the field

## 8. Critical success factors

Objectives <b>CRITICAL SUCCESS FACTORS</b>	INDICATORS
1. Promotion of the impact of university libraries on the implementation of universities' core duties • <b>development of a joint set of impact indicators</b>	A set of indicators that reveal or feature: <ul style="list-style-type: none"> <li>• How well university libraries satisfy their customers' information needs (customer survey)</li> <li>• What effect do libraries have on reducing study times and on the quality of theses and dissertations (research)</li> </ul>

<p>2. Influencing societal decision-making and public debate to ensure the availability of information resources</p> <ul style="list-style-type: none"> <li>• Lobbying of legislators and influencing of official documents related to the operations of university libraries</li> <li>• Participation in the operations of various associations and organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Issues that are important for university libraries or issues that work against university libraries in current legislation or documents of central importance</li> <li>• The number of requested statements</li> <li>• Associations and organisations that are important to the Council</li> <li>• The Council's representatives in the above-mentioned associations and organisations</li> </ul>
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Objectives CRITICAL SUCCESS FACTORS	INDICATORS
<p>3. Enhancement of the national and international visibility of the Council</p> <ul style="list-style-type: none"> <li>• National and international visibility</li> <li>• Exploitation of international networks</li> </ul>	<ul style="list-style-type: none"> <li>• A completed communication plan</li> <li>• The Council's public appearance (No. of articles and presentations)</li> <li>• No. of visitors at the Council</li> <li>• Membership in the most important networks</li> <li>• Joint projects with international partners</li> </ul>
<p>4. Development of joint practices</p> <ul style="list-style-type: none"> <li>• Decision-making and operations models of the Council</li> <li>• Anticipation of future developments</li> </ul>	<ul style="list-style-type: none"> <li>• No. of decisions made</li> <li>• Implementation of decisions</li> <li>• The Council's commitment to decisions and projects</li> <li>• Issues important to university libraries recorded in the strategic plans of universities</li> <li>• Success in steering operations (self-evaluation)</li> <li>• International significance of issues promoted by the Council (benchmarking)</li> </ul>

<p>5. Improvement of the productivity of the field</p> <ul style="list-style-type: none"><li>• Rational streamlining of core processes and defininf of a basic level of services</li><li>• Creation of new services and operation models</li><li>• Exploitation of new technologies in the development of services</li><li>• Cooperation with partners</li></ul>	<ul style="list-style-type: none"><li>• Descriptions of central, uniform processes of university libraries</li><li>• No. of university library services that the Council launched during the strategy period</li><li>• A common plan devised between university libraries to use ICT in library services and their development</li><li>• Savings achieved through a system of centralised acquisitions in university libraries (Ministry of Education funding + savings in labour costs + bulk discounts)</li><li>• Benefits gained by centralising information systems</li><li>• No. of joint projects</li><li>• No. of joint facilities, services and personnel with cooperation partners</li></ul>
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