Great libraries make great universities

Library Strategic Plan

2016 – 2020
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Mission

The Library is an essential partner in the University's mission to create, preserve, communicate and apply knowledge. The Library provides high quality client-focused services and scholarly information resources to support the University community to achieve its research, learning and teaching aspirations.

Library Future Vision to 2025

The Library Future Vision, was endorsed by Academic Senate in November 2015. The Vision constitutes a high-level aspirational view of the Library's future to 2025 that is appropriate to a research-intensive University and positions the Library to support a new generation of scholars integral to the University's learning and teaching success.

The Library Future Vision centres around three core strategic themes

- Library spaces are destinations, places in which to think, collaborate, learn, discover and create knowledge
- The breadth and depth of the Library's collections, and the services that underpin them, are crucial aspects of the University's teaching, research and engagement with the wider community
- Valuing and recognising the expertise of Library staff
Our Strategic Plan 2016 - 2020

These strategic themes shape the Library's Strategic Plan for 2016 – 2020. The Plan develops the Vision, setting the Library's direction and priorities and defining success for the next five years. The Plan communicates to the University community the ways in which the Library intends to realise the Vision, where the Library is going, and the value of the Library to the University. The Strategic Plan is supported by annual action plans which include detailed operational tasks, priorities and timelines and indicators of success.

Strategic Theme 1: Library spaces are destinations, places in which to think, collaborate, learn, discover and create knowledge

University libraries have a physical, virtual and symbolic importance in an academic research institution. In response to the challenges and changes in higher education the Library's spaces, both in terms of physical buildings and online, are evolving to become places that offer innovative environments which inspire and excite creative quality learning experiences.

The Library aspires to be:

- recognised as an immersive information environment of active learning spaces for staff and students
- a focal point of online access to resources and services equivalent in scope and quality to those available in the Library's physical spaces
- a cultural hub for the community

Strategic Theme 2: The breadth and depth of the Library’s collections, and the services that underpin them, are crucial aspects of the University’s teaching, research and engagement with the wider community

The traditional role of librarians to build, preserve and protect collections has been enhanced and transformed to prioritise online access to collections, global discovery of digitised content and objects, and expectations of instant access to information and services regardless of physical location or time of day.

The Library aspires:

- to deliver access to the world's scholarly information
- to have the information resources and digital collections to which the Library provides access and curates valued as core institutional assets which contribute to the University's reputation and provide opportunities for key research advantage
- as a research Library to ensure information resources and data are collected, curated, linked and shared with a national and global community of academic libraries and researchers
Strategic Theme 3: Valuing and recognising the expertise of Library staff

Library staff bring professional skills and expertise to transform the way people discover and engage with information. Technological advances, changes in formal learning processes and complex information structures represent both challenges and opportunities for Library staff to significantly redefine their roles in order to fundamentally enhance the University’s learning, teaching and research impact.

The Library aspires to:

- be an expert partner throughout the research cycle
- be recognised as playing a key role in students’ and researchers’ experience and success
- engage with stakeholders across the University to communicate the Library’s impact and value to the University, underpinning engagement with targeted metrics and data
Library spaces are destinations, places in which to think, collaborate, learn, discover and create knowledge

Strategies

Design and plan new types of learning spaces, both physical and online, to meet the changing needs and expectations of new generations of scholars and researchers.

Redevelop and enhance shared student and research focused learning spaces and services, underpinned by technological innovation, and which facilitates flexible combinations of peer and student interaction and creative exchange.

Empower the University community to independently use the Library online in an environment with rich functionality which delivers a quality experience.

Collaborate with other areas of the University to ensure the Library online integrates seamlessly with other internal and external systems and utilises innovative technology and tools.

Collaborate with other areas of the University and organisations and groups in the wider community to engage with the Library, its collections, services, and physical spaces.

Partners

Library with:

- Student Experience Committee (SEC)/Divisional service areas
- Division of Research
- Commercial Services & Development (CSD)
- Information Technology Services (ITS)
- Web Services
- Office of the Pro Vice-Chancellor (Community Partnerships and Regional Development)
Indicators of Success

The Division successfully bids for funding for new or refurbished spaces in which to deliver Library and student support services.

Library Services has consolidated the number of physical service locations and storage of low use information resources.

Client satisfaction with Library physical spaces and online platforms for delivery of services, as measured in Library Survey, has increased.

Improvements to the Library’s website are informed by usability testing and client feedback and a process in place for ongoing user testing.

Evidence of a growing suite of well used online and unmediated services and tools suitable for all levels of University courses.

Improved user experience evidenced by functionality of services being enriched by tools and technology used to underpin them and increased use of those services and tools.

Increased integration of the Library’s online systems with the University’s other enterprise systems and relevant external systems.

Greater community awareness, interest and engagement evidenced in collaborative activities with The Royal Society of Tasmania, Tasmanian Archives and Heritage Office, Tasmanian Museum and Art Gallery, Queen Victoria Museum and Art Gallery.

The Library is a sought after venue for events in the University and wider community.

Increased number of exhibitions and displays and associated cultural events in the Library.

Program of loans, touring exhibitions and digital collaborations with other libraries developed, opening our collections to new audiences both nationally and globally.

The Library is a sought after learning destination in the Children’s University.

Opportunities for student employment and alumni and community volunteers are provided by the Library.
The breadth and depth of the Library’s collections, and the services that underpin them, are crucial aspects of the University's teaching, research and engagement with the wider community

Strategies

Collaborate with other libraries and agencies to maximise opportunities to share information resources.

Utilise emerging technologies and tools to empower the University community to determine how they discover and use information and create knowledge to support learning and discovery.

Explore opportunities for users to drive selection of content for the Library’s collections.

Analysis of content and its use shape breadth and depth of the information resources the Library provides access to.

Develop strategies that support access to evolving publishing and access channels for scholarly information.

Extend initiatives and develop research infrastructure to support digital scholarship and make unique collections discoverable to a global audience, showcasing Tasmania's cultural heritage and the University’s research output.

Develop a long-term strategy for digitisation of items from the collections, establishing priorities and standards in accordance with best practice and to maximise the benefit to the University and its reputation.

Collaborate with other Tasmanian cultural and heritage institutions to enhance the value and reputation of the University’s unique collections and build digital scholarship.

Maximise new ways to increase the exposure, connectedness and visibility of the University’s research outputs, both data and publications.

Partners

Library with:

- Divisional service areas; Manager, Teaching Innovation and Copyright
- Division of Research
- Research Infrastructure Working Group
- Council of Australian Universities Librarians (CAUL) libraries
- Publishers and vendors
- ITS
- Office of the Pro Vice-Chancellor (Community Partnerships and Regional Development)
- Australian National Data Service (ANDS)
- Galleries, Libraries, Archives and Museums (GLAM) sector in Tasmania
Indicators of Success

A wide range of information resources outside those held in the Library’s collections are accessible to the University community via a range of easy to use channels.

The Library’s information resources collections are shared with other libraries and agencies via collaborative agreements.

The Library online experience and access is delivered to users 24/7 independent of their device and location, or level of study.

Ebooks purchased as a result of patron driven selection show high level of usage.

Evidence that management of information resource collections is informed by transparent annual review processes and an agreed set of principles regarding acquisitions budget needs and capacity to support teaching and research requirements.

Evidence of strategic responses to emerging opportunities in scholarly information publishing and access, e.g. author identities, minting of DOIs.

Special & Rare Collections management strategy documented to build, curate and preserve unique collections.

Online Special & Rare Collections items are recognised as primary source research and teaching resources for the University and for schools.

Digital archival content management system implemented for Special & Rare Collections, other University collections and connected to similar systems in other Tasmanian cultural institutions.

Alignment and collaboration with Cultural Collections’ groups initiatives, specifically the digital humanities and proposed University Museum of Arts and Science (UMAS).

Library makes positive contribution to national data management and eResearch initiatives.

Sustained high world ranking of open repositories holding the University’s research outputs and unique heritage items.
Valuing and recognising the expertise of Library staff

**Strategies**

Deliver professional Library expertise to the University’s Research agenda to maximise high quality outputs and impacts.

Lead the University’s responses to changes in scholarly publishing including advocating for open access to research publications.

Seek and develop staff with the skills and expertise to meet the challenges and opportunities emerging in complex tertiary environments ensuring staffing models are flexible and responsive.

Deliver professional Library expertise to programs ensuring students master digital literacies in changing learning and research environments.

Ensure Library staff have skills and expertise to ensure higher degree research candidates have the information and research skills necessary for success.

**Partners**

Library with:

- Divisional service areas; Manager, Teaching Innovation and Copyright, Student Learning services
- Division of Research; Pro Vice- Chancellor (Research Training); Office of Research Services (ORS)
Indicators of Success

Evidence of a sustained program of Library skill development and expertise to meet emerging needs across the University’s research thematic areas.

Research identities, data and publications are linked and discoverable in new eResearch environments connecting all research outputs – data and publications.

Adoption of a University Open Access policy with associated processes.

A range of initiatives offer higher degree research candidates anytime anywhere online support.

Clear communication strategy articulated and core set of data, including analysis of the student and researcher experience, identified to support strategy.
Link to other University Strategies and Plans

Open to Talent: Strategic Plan 2012 Onwards

• To be a leading national and international research university
• Catering for an expanded and increasingly diverse student cohort
• Engagement with the social, cultural and intellectual life of the island and facilitating meaningful partnerships with communities

Student Experience strategy 2016-2020 : Pillar 2

• Provide high quality environments, experience and clear communication strategies to assist students to make connections with peers, support staff and the broader community:
  o Ensure that the University is well placed to provide high quality library and support services

Retention and Success Strategy 2015-2017

Goal 3

• Ensure promotion and advice to students about courses, support and services

Strategic Plan for Learning & Teaching 2016-2020 (draft)

Pillar 1 Excellence in Learning

• Create a collaborative student learning culture
• Ensure the student voice is heard and incorporated into the learning experience
• Provide student-centred learning infrastructure
• Optimise the student learning experience for retention and success

Information Technology Strategy 2014 - 2024

• Support quality learning and teaching
• Support excellence in research
• Build high standard infrastructure

Strategic Plan for Aboriginal Engagement 2016-2020 (draft)

• Strategic goals related to Undergraduate Students, Research and Research Higher Degrees

Digital Strategy Program

• Users find UTAS digital systems more integrated, accessible, efficient and enjoyable to use
• The systems we’re planning will deliver personalised digital experiences that are meaningful to each user
Community and Partnerships Strategic Plan 2016-2018

- Community engagement activities are collaborative and mutually respectful
- Community engagement activities support the University's responsibility to generate and share knowledge

Strategic Area 2. Mobilise the University's cultural resources in support of our communities

- Develop a conservation and management plan for the University's cultural resources, collections and artefacts
- Optimise community access to and engagement with the University's cultural activities, artefacts, collections and spaces through public programs and schools engagement
- Maximise the profile of specific world class activities, infrastructure, collections and artefacts
- Explore new ways to extend engagement through collaborations and MOUs with other cultural institutions and organisations like TMAG and QVMAG

Strategic Research Plan 2014-2018

1. Our Themes
   - 1.1 Develop a culture of individual research excellence
   - 1.2 Cement the University of Tasmania’s reputation as a distinctive world-class research-intensive University

2. Our People
   - 2.1 Develop and support individual excellence
   - 2.2 Development of our international profiles and partnerships
   - 2.3 A distinctive research student experience from honours to postdoctoral
   - 2.4 Attract and retain research leaders
   - 2.5 Attract, develop and support early career researchers
   - 2.7 Recognise and develop the professional research support staff

3. Our Infrastructure
   - 3.1 Integrated University capital and research infrastructure planning
• 3.2 Establishment of identified research precincts across campuses that concentrate infrastructure and capability
• 3.3 Comprehensive provisioning of, and access to, physical and digital repositories

4. Our Systems
• 4.1 Open, communicative and responsive research governance
• 4.4 Communicate our research plans, achievements and performance

International Strategy 2016-2020
• 3.1 Increase number of quality international research partnerships and collaborations
• 5.5 Invest in aspects of the student experience which are critical to international marketability and deliver a suite of services on par with sector average
• 8.1 Make vibrant, friendly and attractive campuses for students with strong community engagement
• 9.2.2 Enhance the volume of high-impact, highly cited, internationally co-authored research outputs