

Strategic Plan of the Library University of Sussex 2009-2015

2010 Edition

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1. Introduction

The Library's Strategic Plan provides the framework within which the Library will deliver and develop its collections and services over the period 2009-2015. It represents a continuation of the Library's programme of change and development of recent years and is closely aligned to the University's strategic plan, *Making the Future*.

The Library Strategic Plan is structured around the key goals identified in *Making the Future* and aims to demonstrate how we intend to support appropriate key strategies within each goal. A set of Performance Indicators against which we propose to measure our output are included at the end of the document.

The Library Strategic Plan is intended to be a living document and will be reviewed and updated regularly. We are therefore keen to receive any comments and feedback you may wish to make on it.

2. Mission Statement

Our mission is to provide appropriate, efficient, effective and intuitive Library services in support of the teaching and learning, research, enterprise and engagement objectives of the University as outlined in the University strategic plan 2009-2015 and to contribute to delivering an enhanced student and staff experience.

3. Key Principles and Values

These key principles outline the approach that we will take in delivering our mission and its associated objectives. The key principles of the Library are:

Getting the basics right

We aim to ensure that all Library services are fit for purpose, robust, resilient and user focussed at the point of delivery and that our users have confidence in our ability to support their requirements.

Continuous improvement

We will seek, through a process of self analysis, benchmarking and external engagement, to improve the services we offer and provide appropriate support for activities in other departments across the institution.

Investing for the future

We will continue investment in, and judicious management of, the research and educational resources, physical resources and staff resources for which we are responsible and ensure that these meet the needs and aspirations of the University.

Building and enhancing reputation

We will increase our participation in local, regional and national initiatives and seek to enhance the reputation of the University of Sussex Library. We will actively pursue opportunities for external funding and project involvement.

Supporting diversity

We will strive to ensure that our collections and services are accessible for all and will support diversity where doing so will make a positive difference.

Operating sustainability

We will support the sustainability and social responsibility agenda of the University proactively and aim to reduce any negative effects of our operations on the environment. We will ensure that the total lifetime cost of services is understood and clearly articulated.

4. Critical Issues

A number of issues will influence the delivery and development of Library collections and services over the coming years. These issues include:

- Increasing user expectations in relation to access to information and study space
- Increasing use of ICT in learning, teaching and research
- Providing services sufficiently flexible, accessible and robust to meet the needs of an increasingly diverse and demanding user population
- Achieving a balance between support for learning, teaching, and research, against a declining Library budget
- The growing cost of managing and accessing research outputs

5. Key Goals

Goal 1 Innovative research and scholarship

- 1.1 Engaging with academics on research themes to champion and optimise Library collections (*Making the Future 1.1*)
 - 1.1.1 Targeted marketing of our existing collections (including Special Collections) to support the University's emerging Research Themes.
 - 1.1.2 Ensuring close liaison with the strategic partnerships allied to each major Research Theme to inform our collection management policies for research material. This will include the Collection Management Policy for Special Collections and help clarify decisions on the creation (and de-accession) of collections.
- 1.2 Aligning policies and support to meet the needs of the new Doctoral School (*Making the Future 1.4*)
 - 1.2.1 Provision of the highest and most appropriate level of support, as funds permit, through resources and training for the new Doctoral School. We aim to provide appropriate library representation on groups supporting the Doctoral School which will inform policies around our continuing and future support for doctoral level researchers.
- 1.3 Consider further collections for designation to have them recognised at national standard (*Making the Future 1.1 and 1.2*)
 - 1.3.1 Expand on our success in achieving the MLA's "Outstanding Collection Designation" for the Mass Observation Archive. We have a number of Special Collections for which we may consider applying for this recognised prestigious external assessment.
- 1.4 Embed library services and training sessions in all wider university support for research staff and students (*Making the Future 1.3*)
 - 1.4.1 The Library will engage with University-wide initiatives to encourage staff to reach their full potential in research.
- 1.5 Establish an effective online research environment that supports research activity throughout the University (*Making the Future 1.7*)
 - 1.5.1 Working with ITS and using feedback and liaison, we will develop and support a flexible virtual environment that reflects (as far as we are able) the differing needs and work practices of researchers across the disciplines.
 - 1.5.2 Implementation of an Archival Management System which will open up our Special Collections to new research (and teaching) opportunities.

1.6 Working with the University and external bodies to secure funding to enable us to provide the best possible research support (*Making the Future 1.1 and 1.2*)

- 1.6.1 Close engagement with national groups to enable the delivery of core information resources to support research.
- 1.6.2 Develop a procedure for identifying potential projects and funding in order to ensure information is available at short notice to enable the Library to take optimal advantage of funding opportunities.

1.7 Provide effective support as appropriate for the University's research output (*Making the Future 1.6*)

- 1.7.1 Develop mechanism to facilitate the Library's support of researchers with particular reference to the REF.
- 1.7.2 Ensure metadata used in the Institutional Repository to describe research outputs is accurate and conforms to appropriate standards.
- 1.7.3 Manage the collection of bibliographic records and full text items for the Institutional Repository.
- 1.7.4 Engage and support move towards opening up research data and using Open Access Journals.

Goal 2 Inspirational teaching and learning

2.1 Work with academic staff in developing collections and the provision of resources to support new and existing courses (*Making the Future 2.1*)

2.1.1 Communicate current acquisition policies and methods to the academic community, adapting where necessary to meet subject specific needs. Raise awareness among academic staff of alternative methods of information provision to ensure maximum accessibility and satisfaction.

2.2 Proactive participation in the new programme approval process to ensure appropriate provision (*Making the Future 2.2*)

2.2.1 With programme leaders and other relevant academics, evaluate existing Library resources to identify any significant gaps in the collections. To inform University decision making, provide estimated costs where individual programmes would require resources that could not be supported within current level of overall Library budget.

2.3 Maintain and design new systems for students to acquire and develop relevant information literacy skills (*Making the Future 2.3*)

2.3.1 Participate in University-wide projects such as Study Skills at Sussex (S3). Work with academic colleagues to embed information skills in the programme timetable.

2.3.2 Develop a variety of delivery methods for the provision of information literacy teaching to supplement face to face teaching.

2.3.3 Explore innovative ways of using archival material within teaching programmes e.g. Special Collections.

2.4 Ensure that the delivery methods of information resources and related support meets the needs of an increasingly diverse student body (*Making the Future 2.5*)

2.4.1 Offer information resources in the most appropriate format to successfully meet the needs of the user – online, print, audiovisual etc. Wherever practical, make resources accessible through a multiplicity of routes – Study Direct; Electronic Library.

2.4.2 Create and provide a range of materials in alternative formats to support students' use of resources.

2.4.3 Monitor developments in the library and information sector to ensure local provision and support is in line with best practice.

2.5 Work with the University community to develop mechanisms for effective provision of resources (*Making the Future 2.1*)

- 2.5.1 Provide and maintain a flexible resource allocation based on need.
- 2.5.2 Develop and establish further Teaching and Learning policies, such as the Resource Access Strategy, to stabilise teaching collections.
- 2.5.3 Enable an integrated approach to course and collection planning through the collaborative development and implementation of the resource list management system. The resource list management system under development has multiple functions all made available through a single system. It provides a single access point for students to resources supporting their courses (accessible through the vle); a system for academic staff to develop/edit their reading lists and annotate as desired; method for the Library to identify acquisition requirements to support taught courses.

2.6 Support the development of technology-enhanced teaching and learning (*Making the Future 2.4*)

- 2.6.1 Contribute to the development and implementation of the University's eLearning strategy through Library representation on the Technology Enhanced Sub-Committee.
- 2.6.2 Work with other University partners e.g. ITS and TLDU to provide, develop and maintain resources and services accessible through the VLE e.g. InfoSuss, Aspire, Keystone, Electronic Library.
- 2.6.3 Provide support for institutional licensing agreements e.g. CLA, ERA.

2.7 Ensure that all Library staff who engage in teaching activities are appropriately trained (*Making the Future 2.7*)

- 2.7.1 Provide support for relevant staff to participate in professional development activities available both internally and externally. Encourage professional staff to pursue formal teaching accreditation (e.g. PG Cert).
- 2.7.2 Work with TLDU, SDU and other relevant authorities to identify key skills that should be held by all Library teaching staff in order to design a comprehensive training programme.

Goal 3 Enhancing the student experience

3.1 Transform the Library facilities to offer technology rich, flexible study space to reflect new ways of learning (*Making the Future 3.2, 3.3 and 3.4*)

3.1.1 Plan, implement and deliver a major refurbishment of the Library building to provide a study and learning environment that is appropriate for current and future generations of users

3.2 Evaluate and enhance service provision in response to changing needs and expectations of students (*Making the Future 3.2*)

3.2.1 Analyse results of various student feedback mechanisms to identify key issues to inform future service and information provision – NSS, Sussex Student Experience Survey, International Student Barometer, Library survey, suggestion scheme.

3.2.2 Monitor developments in sector to ensure services offered reflect best practice.

3.3 Utilise the latest technology to deliver flexible, user focused services (*Making the Future 3.3*)

3.3.1 Implement RFID technology to provide efficient, state of the art, self service facilities increasing staff capacity to offer individual support to library users.

3.3.2 Optimise use of web 2.0 technologies to provide enquiry services, enhanced resource discovery, collaborative communication services etc – e.g. Aquabrowser, user generated content such as tags, blogs.

3.3.3 Enhance provision of self service facilities through contribution to campus wide initiatives e.g. institutional e-payment.

Goal 4 Engaging with business and the community

4.1 Strategic approach to engaging with people and communities (*Making the Future 4.1 and 4.5*)

- 4.1.1 Proactive commitment and engagement with University-wide initiatives to extend the quality and depth of engagement with the local and regional community including locally based national organisations.
- 4.1.2 Work with the Development and Alumni Relations Office to identify procedures and strategies for encouraging contributions to the Library, financial, physical bequeathments etc.

4.2 Develop a strategy to increase awareness and to exploit unique resources with a view to income generation (*Making the Future 4.2*)

- 4.2.1 Working with the material in Special Collections to consider initiatives such as digitisation.

Goal 5 Developing excellence in our staff

5.1 Continue to ensure there are appropriate mechanisms for disseminating information to staff (*Making the Future 5.1*)

5.1.1 Review current 'Internal Communications Policy' to ensure optimum inclusion, relevance and manageability.

5.2 Review the Library's Communication Policy to meet the University's directives (*Making the Future 5.2*)

5.2.1 Work with Library Communications Group, the Communications Officer and the University's Press and Communications Office to ensure that policy meets all relevant guidelines.

5.3 Ensure we follow best practice and work with the University to develop and pilot new recruitment (*Making the Future 5.3*)

5.3.1 Continue to work closely with HR through the designated HR Officer to evaluate and create policies and procedures that meet best practice and the University's guidelines.

5.4 Ensure funding and mechanisms are in place to enhance career development and career management (*Making the Future 5.4*)

5.4.1 Ensure that the budget for staff development remains at least 1% of salaries budget (excluding provision for tuition fees).

5.5 Continue to actively endorse and work with the University to improve processes for performance and development review (*Making the Future 5.5*)

5.5.1 Continue to work closely with HR through the designated HR Officer to evaluate and create policies and procedures that meet best practice and the University's guidelines.

5.6 Support development of a more integrated approach to financial and non-financial reward and recognition of excellence (*Making the Future 5.6*)

5.6.1 Continue to work closely with Finance through the designated Finance and HR Officers to evaluate needs and create policies that meet best practice and the University's guidelines.

5.7 Adopt an evidence-based approach to developing equality and diversity priorities (*Making the Future 5.4*)

- 5.7.1 Continue to work closely with HR through the designated HR Officer to evaluate and create policies and procedures that meet best practice and the University's guidelines.

Goal 6 Working with the best

6.1 Develop a series of strategic partnerships (*Making the Future 6.2*)

6.1.1 Work with East Sussex Record Office and Brighton & Hove City Council on the proposed Keep.

6.2 Work with appropriate bodies (e.g. RLUK and JISC) to provide and establish a range of specific, educational initiatives with other HE providers (*Making the Future 6.3 and 6.4*)

6.2.1 Ensure representation at key events and on key committees of bodies that may have potential impact on or opportunities for the Library.

6.2.2 Make our data open and publicly available to allow others to build services for the benefit of our users.

6.3 Community engagement (e.g. conference papers etc) (*Making the Future 6.3*)

6.3.1 Encourage participation at a national/international level within the sector through delivery of teaching, conference papers, staff development events etc.

Goal 7 Managing effectively

7.1 Work with the University to develop a more collegiate approach to planning and management across the University structure (*Making the Future 7.5*)

7.1.1 Work with the Governance Office to ensure that appropriate records are being maintained.

7.2 Institutional audit of the Library in sub-sections to be carried out over the next few years (*Making the Future 7.6*)

7.2.1 Identify key areas of Library activity with appropriate prioritisation for a rolling programme of internal audit review of processes and related factors.

7.2.2 Identify suitable auditors to carry out process reviews within the Library.

Goal 8 Operating sustainably

8.1 Work with EFM to identify operationally viable environmental initiatives
(Making the Future 8.1 and 8.6)

8.1.1 Work with Estates and Facilities Management Department representatives to ensure we optimise opportunities for introducing viable environmental initiatives.

8.2 Adapt and manage Resources Budget to meet Departmental needs
(Making the Future 8.2)

8.2.1 Work with finance and academics to ensure Resources Budget is sufficient and optimally managed to meet needs.

8.3 Ensure involvement in replacement of relevant corporate information systems
(Making the Future 8.3)

8.3.1 Ensure representations on all working groups considering requirements and implementation of replacement corporate information systems.

6. Key Performance Indicators

	KPI	Purpose	Measure	Target	Goal
1.	Total Library spend per FTE	Assess University of Sussex expenditure versus other HE. Is budget sufficient/excessive?	SCONUL / 94 Group	Midpoint 1994 group	1, 2, 3
2.	Expenditure on Staffing per FTE	Assess University of Sussex expenditure versus other HE. Is budget sufficient/excessive?	SCONUL / 94 Group	Midpoint 1994 group	3, 5
3.	Expenditure on Information Provision per Student FTE	Assess University of Sussex expenditure versus other HE. Is budget sufficient/excessive?	SCONUL / 94 Group	Midpoint 1994 group	2, 3
4.	Percentage of resources budget committed to subscriptions	To ensure sustainable year-to-year operations	Year on year within Sussex	Not more than 80%	8
5.	Percentage of unique serial titles received in electronic form	Assess effectiveness of e-only resources policy	SCONUL / 94 Group	75%	1
6.	Percentage occupancy of study areas	To analyse different area types to ensure that we are making best use of the designated space	Year on year within Sussex	65% term time	1, 2, 3
7.	Percentage of loans managed automatically	Ensure that we are obtaining best value from our investment and providing the Library with optimum staff time for other issues	Year on year within Sussex	90%	3
8.	Percentage of staff in receipt of Staff Development	To ensure equal opportunities and career development for all staff	Year on year within Sussex	100%	5, 7
9.	Percentage of staff appraised	To ensure consistent performance management for all staff	Against Uni requirement for 100%	100%	5, 7