

Strategic Plan of the Library University of Sussex 2009-2015

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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.

Active consultation

We aim to consult and seek feedback on all our services to ensure that we understand our customers' needs and expectations and develop our services to meet these needs.

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 changing financial environment
- The growing cost of managing and accessing research outputs
- Ensuring that our services align with the strategic priorities of the Schools

5. Key Goals

Goal 1: Student Experience (Engagement)

The Library will provide inspiring and technologically enhanced learning environments and services to contribute to an excellent student experience.

Goal 2: Learning and Teaching

The Library will provide and develop a range of services, collections and staff expertise that will enable students and staff to achieve their learning outcomes.

Goal 3: Research

The Library will provide the content, facilities and staff expertise to enable the University to produce world leading research output.

Goal 4: Open Access

The Library will encourage the adoption and use of Open Access in regard to the University's teaching, learning and research assets while ensuring compliance with the requirements of copyright, IPR and licences.

Goal 5: Data Management

The Library will provide expertise and guidance for data management, curation and preservation.

Goal 6: Collection Management

The Library will develop, manage and care for all its collections in such a way that they offer continuing and lasting value to the University, its partners and the wider community.

Goal 7: E-learning/Technology

The Library will proactively engage with e-learning to enable development of initiatives across the University.

Goal 8: Partnerships

The Library will work with relevant partners, both internal and external to the University, to develop and deliver shared or mutually beneficial services and initiatives in support of learning and teaching, research, widening participation and community and business engagement.

Goal 9: Staff

The Library values its staff and will ensure that they are provided with welfare, training and professional development in a fair and equal manner.

6. Appendices

Progress to Date for 2010-11

- 1.1 Engaging with academics on research themes to champion and optimise Library collections (*Making the Future 1.1*)
 - 1.1.1 Campaigns now set up to market existing unique collections (including Special Collections) to support the University's Research Themes and to promote our collections to students and academics.
 - 1.1.2 Head of Academic Services and Special Collections Manager on the Advisory Groups for the University's research themes of Digital and Social Media and Cultural Heritage.
- 1.2 Aligning policies and support to meet the needs of the new Doctoral School (*Making the Future 1.2 and 1.4*)
 - 1.2.1 Three new Research Hive Scholars recruited for 2011/12 using SAGE donation.
 - 1.2.2 Access to Research Support Team's one-to-one services and to the Research Hive was extended to Junior Research Associates in 2011/12.
- 1.4 Establish an effective online research environment that supports research activity throughout the University (*Making the Future 1.7*)
 - 1.4.1 InfoSuss and InfoPlus were updated and revised in 2011.
 - 1.4.2 The Library's e-strategy for search and discover was endorsed by the Information Services Committee in February 2011. A set of specification requirements were then developed to inform the selection of a suite of new search and discovery tools. Meetings with suppliers took place in autumn 2011 and it was agreed to purchase Capita's Prism 3 as the new catalogue, Metalib Plus as a new search interface for the Electronic Library and recommend the purchase of Ex Libris' Primo as a new search and discovery tool.
 - 1.4.3 Successful JISC application submitted to produce Open Educational Resources using 1980s Mass Observation Project material.
- 1.5 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*)
 - 1.5 Funding identified for the full cataloguing of the University of Sussex Collection.

Application submitted to the Mellon Foundation for the cataloguing of the Anna Mendelssohn Collection.

- 1.5.1 2,700 metres of journals have been submitted to the UKRR project.
- 1.5.2 Funding secured for the Mass Observation 75th Anniversary Conference. The Conference itself will run in July 2012.
- 1.5.4 SAGE Senior Management visited the Library for their away day in November 2011. Additionally, the Head of Academic Services presented at their Annual Meeting, SAGE staff attended the Research Hive Seminars and an article has been accepted in Insights on the work achieved between the two partners.

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

- 1.6.1 Open Access Week seminars were run in October 2011 supported by SAGE and Sussex Doctoral Students.
- 1.6.3 We held a Research Hive Seminar on the REF process. This was followed up by a Research Hive Scholars informal discussion.
- 1.6.4 The Library is playing a key part of developing Sussex Research Online (SRO), the University's Institutional Repository, to become the primary source of publication information for Sussex research outputs. During December and January 2012 data was loaded in from existing campus systems into SRO and is now being used to supply publication information for academic web profiles. It will also be used in preparation for the REF2014.
- 1.6.5 We have been checking and improving the accuracy of the publication data and helped to prepare the system ready for launch. We will be providing support for the system and have been developing support and training material.

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 and 2.2*)

- 2.1.2 International Relations and Psychology stock reviews completed.

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

- 2.2.1 The Library has participated in the University's Periodic Review process. Research Support has developed a new relationship with the Research Staff Association.

A number of new training courses have been developed in association with other Units of the University. These include a Copyright course, Presentation Skills training, delivered as part of a CEC programme, Literature searching courses have been run as part of a TLDU programme and Aspire training with the E-Learning Team.

2.2.2 The new Open Learning Space in the Library has been used to develop and support different delivery methods for the provision of information literacy teaching.

2.2.3 The Special Collections Manager is delivering teaching and assessment on the 1+3 MSC in Research Methods course (part of the Doctoral Training Centre).

2.3 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*)

2.3.2 Patron Driven Access to E-books set up and evaluated; Elsevier evidence based e-book model set up; Facebook New Suggestions campaign run in January 2012.

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

2.4.3 A mandate secured through Teaching and Learning Committee for the integration of the Aspire reading system into the current practices of academics and Schools. This mandate appears as part of the Portfolio Review and new course approval process.

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

2.6.1 Special Collections Manager was awarded a PGCert HE in 2011. The Learning and Teaching Support Team were awarded a Sussex Teaching Award in 2011.

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 A review of the space and facilities of the Research Hive was completed in liaison with the Doctoral School and Scholars in August 2011.

A significant refurbishment of the Library, completed in summer 2011, has delivered a range of benefits and improvements for students and researchers including the provision of a range of study environments to meet differing learning styles, enhanced access to IT via fixed pcs and wireless infrastructure, the introduction of self service facilities wherever appropriate, upgrading of lighting and furnishings and better workflows.

3.1.2 In addition to 24/5 and both weekend days opening during term time and Easter vacation, the Library opened on designated University closure days at both Easter and Christmas as well as May and January bank holidays.

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

- 3.2.1 A Library Survey was run in November 2011 and key issues identified and communicated to users and the University.
- 3.2.3 The Library has created a Marketing Strategy which has fed into the compilation of a number of directly related marketing objectives that are designed to help realise our strategic goals.
- 3.2.4 We have worked with CEC to optimise the use of flexible teaching spaces in the Library building during 2011.

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

- 3.3.1 The book sorter has now had a major upgrade, based on 18 months of experience with this model across several libraries. The hardware and software upgrade aims to address many of the issues raised by staff and users of the machine since it went into operation.

- 3.3.2 Successful introduction of instant enquiry messaging service (Meebo).

For two weeks during February 2012 the Library ran a campaign on Facebook inviting students to suggest a book. Students could post the details on the wall and explain why they thought the Library should buy a copy of the book. 141 books were purchased through this scheme.

4.1 Align our approach to engage with people and communities with the rest of the University (*Making the Future 4.1 and 4.5*)

- 4.1 Participation in Great Dixter and Glyndebourne meetings run by Business and Enterprise.
- 4.1.2 Worked with the Development and Alumni Relations Office to ensure substantial gifts from external bodies and individual donors are received and supported.

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

- 4.2 Extension of Mass Observation Online and submission of material to Adam Matthew's Rock and Roll years' resource. Extensive engagement with the BBC (Today Programme and South Today), the UK Web Archive; ESRO and the Photo Biennial.

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

- 6.1.1 Plans for transferring collections and catalogues to The Keep in place. Funding identified for the full cataloguing of the University of Sussex Collection.

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 Participation in the LISU Case study on the "value of academic library" study; Submission of a JISC bid on Data Management Training in March in partnership with Vitae. The Head of Academic Services and the Research Support Manager have joined the JISC e-collections advisory committees.
- 6.2.2 Successful completion of the JISC funded Archive Open Data Project (SALDA). Successful bid submitted to JISC for creating open educational resources in partnership with the British Library.

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

- 6.3.1 Many staff have represented the Library in delivering a number of lectures, training sessions and workshops as part of their continuing professional development both nationally and internationally.

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*)

- 7.1.2 Valuation of the University's Artwork Collection completed.

Key Performance Indicators

	KPI	Purpose	Measure	Target	Goal
1.	NSS score for Library to show that we are in the upper quartile when compared to other '94 Group institutions	To ensure that we continue to perform effectively	94 Group	To be in upper quartile of 94 Group	
2.	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
3.	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
4.	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
5.	Percentage of resources budget committed to subscriptions	To ensure sustainable year-to-year operations	Year on year within Sussex	Not more than 80%	8
6.	Full text downloads of e-content per University FTE.	To ensure that expenditure on electronic provision provides value for money	Year on year within Sussex	Year on year decrease in cost per download	1, 3, 8
7.	Percentage occupancy of study areas (term time usage only)	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
8.	Percentage of loans transactions 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

	KPI	Purpose	Measure	Target	Goal
9.	Percentage of staff appraised annually	To ensure consistent performance management for all staff	Against Uni requirement for 100%	100%	5, 7
10.	Percentage of usage of stock	To ensure that the Library stock meets the needs of the full user community	Year on year within Sussex	Year on year increase in percentage of usage	1, 2, 3
11.	Number of contact hours of information skills instruction provided.	To ensure provision of this identified core library service is maintained	Year on year within Sussex	Not to fall below previous year's provision	1, 2, 3

NB: Consideration is being given to the best method for measuring our provision of enquiry services.

APPENDIX 3

Name	Date	Title	Details
Fiona Courage	6 th February 2009	Wadhurst History Society	Presentation to external group
	7 th April 2009	Women's Royal Voluntary Service, Eastbourne	Presentation to external group
	16 th April 2009	Presentation to the public at Jubilee Library as part of <i>City Reads</i> event	Presentation to external group
	17 th April 2009	Pilgrimage Partners (Medical)	Presentation to external group
	7 th July 2009	U3A	Presentation to external group
	25 th September 2009	Histories of the Home Subject Specialist Network	Presentation to external group
	26 th February 2010	Ringmer History Society	Presentation to external group
	28 th April 2010	TLDU: Using Library resources for teaching	Presentation to external group (with Emma Walton)
	28 th May 2010	JISC MOCO Project – Community contributors	
	18 th June 2010	Mothers Uncovered	Presentation to external group
Emma Walton & Chloe Barnes	29 th June 2010	Penguin Conference	Conference Paper
	26 th May 2009	The Scholarship of Teaching and Learning	TLDU session with Anne Hole
	Autumn 2009	Student Engagement article in RUSTLE	TLDU Newsletter No. 4
	21 st April 2010	Information Literacy for staff	CPD25
	26 th May 2010	The Scholarship of Teaching and Learning	TLDU session with Anne Hole
	Summer 2010 May 2010	Aspire article in RUSTLE BIALL (British & Irish Association of Law Librarians) Newsletter	TLDU Newsletter No. 6 Article in <i>Featured Library</i> section

Name	Date	Title	Details
Chloe Barnes	29-30 th March 2010	Post presentation at LILAC on LibGuides	
	9 th February 2011	TLDU: 'The Scholarship of Teaching and Learning'	Presentation
Emma Walton	28 th April 2010	"There is more to Learning than Google"	Session for TLDU (with Fiona Courage)
Jane Harvell	20 th November 2009	ALPSP (The Association for Learning and Professional Society Publishers) Marketing to Libraries View from the front line: What do librarians want? What makes a difference? Future gazing: the library and librarian in 10 years time	Seminar
	Every Spring term (2009 & 2010)	Presentation delivered to the Masters students at University of Brighton	Presentation
	8 th June 2010	Bridging the Skills Gap: Developing Innovative Library Support for Researchers	Joint organiser & Presentation at 'Open Door' Event
Sally Faith	3 rd March 2009	Lecture at UCL for Library & Archives Students: 'Managing Budgets'	Lecture
	26 th June 2009	Presentation to SAF-UIS 'Balancing the Books: What did the budget do for us?'	Presentation to HE IS Administrators
	20 th November 2009	CPD25: 'Budget Management'	Training course
	9 th February 2010	Lecture at UCL for Library & Archives Students: 'Managing Budgets'	Lecture
	26 th November 2010	CPD25: 'Budget Management'	Training Course

Name	Date	Title	Details
	10 th February 2011	Lecture at UCL for Library & Archives Students: 'Managing Budgets'	Lecture
	15 th February 2011	CPD25: 'Moving Into Management'	Session at Training Course
	28 th June 2011	CPD25: Staff Development Officer Training. Presentation on 'Managing Staff Development Budgets to ensure equal access to Staff Development'	Session at Training Course
	1 st February 2012	CPD25: 'Moving Into Management'	Session at Training Course
	7 th February 2012	Lecture at UCL for Library & Archives Students: 'Managing Budgets'	Lecture
Annette Moore	13 th October 2010	SDU: Copyright and Licences	Training Course for School Administrators
	20 th October 2010	Open Access Week: 'Issues Arising from e-Theses Submission	Presentation to UoS Staff and Research Students
	14 th December 2010	Talis Aspire User Group: 'Aspire Acquisitions Workflow at Sussex'	Presentation
Chris Keene	20 th October 2009	Ex Libris User Group: 'Talis via SFX MARCIt'	Presentation
	30 th November 2009	Middlemash : 'Presentation on Resource Discovery'	Presentation
	7 th September 2010	JISC: 'CREDauL Update'	Presentation
	25 th January 2011	'VuFind' at Open Edge-Open Source in Libraries	Presentation
	28 th March 2011	"e-theses a Sussex case study" at Supporting and Influencing the deposit of E-Theses in Higher Education	Presentation
	4/5 th April 2011	" Refurbishing the digital library: how far can our users define our e-strategy?" at UKSG	Presentation

Name	Date	Title	Details
	7 th April 2011	"Advantages local innovation can bring to your institution" at JISC Information Environment Programme	Presentation
	13 th April 2011	"Introduction to Mashups" at CPD25 Mashups	Presentation
	25 th May 2011	"Resource Discovery: two worlds colliding" at Brighton LibTeachMeet	Presentation
	22 nd February 2012	"Challenges of library systems and accessing content" at Royal Society of Chemistry	Presentation
Joanna Ball	6 th September 2010	Vitae Conference : 'Disseminating Research Outputs: Supporting Researchers' engagement with digital publication opportunities'	Presentation
	18 th January 2011	CPD25 – "How Do We Support Researchers?": 'The Sussex Research Hive: Engaging with the Researcher Community'	Presentation
	4 th February 2011	Lecture at UoB for MA Information Studies Students: 'Supporting Academic Researchers'	Lecture

November 2012