The 2020 UNSW Library Plan was developed using a co-design process involving library staff, stakeholders and clients. My thanks go to everyone involved in the creation of this plan for the future.

The Library is operating within the higher education context of disruption and transformation in scholarly communications, shifting demand from international and domestic students, and changing government university funding. Within UNSW, the Library needs to be responsive to the 2025+ strategy, continued demands of UNSW3+, a sharp focus on improving the student experience and a heightened emphasis on research integrity.

With a growing client base, increased university diversity and complexity, and stretched resources, the Library is taking a longer-term view to achieve its goals and will focus on achieving a small number of key initiatives in 2020 which support the strategic priorities of UNSW S2025+, while also focusing on the professional development and wellbeing of our people; our greatest asset.

We will continue to develop our One Library culture, working across the organisational matrix to deliver innovations and efficiencies. Our people will benefit from flexible work practices. We will further develop our data-informed decision-making capabilities to ensure our choices are based on evidence and our services are responsive to client feedback. We will continue to be innovative and visible as a leader in the national and international academic library community.

The Library is a significant contributor to improving the student experience at UNSW. We will work with university partners and students to deliver a substantially modernised Library Service Model which will provide streamlined services, while supporting student learning and digital skills development. We will continue to meet increasing student demand for inspirational study spaces and facilities. We will engage and inspire students via our digitisation and exhibitions programs. Our HDR candidates and academic clients will be supported by our evolving Library Masterclass program.

A major advocate and change agent for the transformation of scholarly communications, the Library is updating its UNSWorks institutional open access repository for research outputs to improve discoverability and the user experience. We will develop cost models and services to accelerate open access publishing.

UNSW Library's collections are of national importance and we will continue to review and manage our valuable print collections, while also improving the discoverability of and access to our digital and digitised collections and online exhibitions.

Martin Borchert
University Librarian
CHALLENGE AND OPPORTUNITY

The Library buildings are some of the busiest on campus, seeing over 3.5 million visitors each year. We know from student feedback that the Library is the preferred destination for both individual and collaborative study at UNSW, and that students value the Library’s provision of safe, managed, curated and enriched scholarly spaces. Students also tell us that the Library plays an important role in fostering a sense of community and belonging.

In recent years, the Library has continued to deliver a range of new and upgraded spaces. However, as the Main Library’s footprint has been reduced, and as the student population has shifted towards the lower campus, challenges such as over-crowding and noise have become significant student experience issues at both Main and Law Libraries. On the Paddington Campus, the heritage Paddington Library building is in need of refurbishment to increase quality and quantity of study seats.

RESPONSE

The Library will continue its work to create, curate and activate scholarly spaces that enhance the student experience, focusing on increasing the capacity, quality and diversity of spaces available and further enriching spaces with exhibitions, public art and new digital initiatives.

MEASURES OF SUCCESS

1. Improved student satisfaction with Library spaces and facilities
2. An additional 400 Library seats are created through strategic relocation of low use collections
3. Bookable spaces are expanded including desks in silent, quiet and post-graduate areas
4. Zoning, acoustics and signage installed across all libraries
5. An Estate Improvement Plan (EIP) funding bid for the refurbishment of Paddington Library is developed and submitted in partnership with UNSW Art and Design
6. UNSW Library Unstacked is launched
With over 6 million searches conducted on the Library’s discovery platform, 4 million Library webpages viewed and over 21 million digital collection usages every year, the digital Library represents one of the most high-traffic and important pieces of infrastructure supporting learning, teaching, and research at UNSW. However, as technologies and the broader scholarly communication ecosystem changes, the Library must continue to innovate and update its digital infrastructure to meet the changing needs and expectations of the academic community.

In 2020, the Library will complete a number of projects designed to improve the experience of students, academics, and researchers using the digital library, including expanding the Library’s User eXperience (UX) programs focusing on the Library Website and discovery platforms, launching a number of new systems to improve access to both spaces and resources, and upgrading key digital service channels such as Library Chat.

**MEASURES OF SUCCESS**

1. Improved student satisfaction with the Library’s digital presence
2. UX review of Library website and discovery platform completed
3. Online Exhibitions launched
4. New chat system implemented
5. New space booking system implemented
Implement next-generation research infrastructure

The way research is undertaken is rapidly evolving. Dissemination and findability of research are essential activities that support research quality and impact. Technological developments have facilitated integrations between systems, identifiers, and networks more than ever before, creating potential to leverage research to create new insights and discoveries. Persistent identifiers, preservation, and metadata harvesting ensure that research made available today will be available for future generations. UNSW needs new infrastructure to better support these developments and the researcher experience.

The Library will redevelop its research infrastructure in collaboration with the UNSW Division of Research. The vision and purpose of our institutional repository for publications and published research data will be updated to better reflect increased capabilities of next-generation systems. We will continue to enhance our integrations and interoperability to facilitate dissemination and discovery of UNSW research, and collaborate with researchers to showcase their outputs.

The Library will implement DMPOnline as an integrated component of ResToolkit, refresh UNSWorks, and revise policies and workflows to align with UNSW research system requirements. We will design and implement integrations with internal and external systems and services, collaborate with faculties, research institutes, and centres to showcase and link research outputs, equipment, and profiles using upgraded capabilities in the Research Output System (ROS).

MEASURES OF SUCCESS

1. New infrastructure is fully implemented
2. Increased deposit of UNSW research outputs in UNSWorks
3. Increased downloads of UNSW research outputs
4. Increased researcher and HDR candidate satisfaction
CHALLENGE AND OPPORTUNITY

The Library has vast print collections of national importance. These are housed across a range of open, closed and off-site shelving and storage facilities. As usage of print collections decreases in response to the availability of digital collections and user preferences, the user profile of our valued print collections is changing to a more specialised researcher audience.

Legacy print collections make up the scholarly record and are often not available digitally. Their importance is applicable to all disciplines, although usage varies by discipline.

RESPONSE

The Library has developed a robust Collection Maintenance Framework which sets out the criteria by which materials will be identified for retention and relocation. The framework recognises and supports the national significance of our scholarly collections, including last known national copies and unique items. Collections with continuing UNSW research and teaching value are retained.

In 2020 the Library will implement the recommendations of the Collection Maintenance Framework, improve efficiency of collection workflows including sending materials to offsite storage, forward plan space and storage requirements in collaboration with stakeholders, launch the R1 facility for scholarly print journals, and establish a scan and deliver digitisation service and consultation space for researchers.

MEASURES OF SUCCESS

1. The Library has a Collection Maintenance Framework which is socialised and supported by the university
2. A working and relevant print collection is available to clients on open shelving
3. A low use research collection is appropriately preserved and available via scan and deliver or on request
Creating digitised collections from the Library’s print holdings of cultural and research assets will unlock research value in our collections for our researchers, students, and the broader UNSW community and give these items a second life. The challenge for UNSW is identifying the unique contribution our digitised collections can make, reflecting the profile, history, and collecting strengths of UNSW as an institution, while also identifying and collaborating with academic partners to ensure an audience and that value has been created and received. The Library needs systems and expertise to match our vision for digital collections that contribute to our scholarly community. It needs to create capacity and capability from within, without additional people resources being available.

In 2020 the Library will relaunch existing digitised collections on a new platform, Recollect, and develop a digitisation plan that encompasses the creation of further digital collections and digitisation services.

We will work with academic communities to identify opportunities for digitising faculty, centre and library collections of research and cultural assets and will seek ways to ensure their use, benefiting UNSW’s academic and research programs.

We will extend our exhibitions program through online exhibitions and collaborate with stakeholders and researchers to capture and preserve born-digital objects, digital surrogates, and other works.

**MEASURES OF SUCCESS**

1. Increased student and academic satisfaction
2. Increased profile of student work, teaching and research outputs and programs, and library collections
3. Increased engagement with students, academics and the community
Deliver a new library service model

The Library has a strong track record of innovation in service delivery and recognises the importance of continual service improvement to meet the changing learning and research needs of students and the academic community more broadly. Sustainability, scalability, and service excellence are all critical pillars of the Library’s approach to service innovation.

However, the Library is only one of the key academic support services at UNSW, which are currently dispersed across the campus. There is an opportunity to deliver a much more seamless and integrated approach to the delivery of these services in order to remove barriers and improve both client experience and outcomes.

The Library will work with key UNSW partners including Student Academic and Careers Success to develop a new streamlined and integrated service model for research, learning and careers services. The new service model will be driven by the aim of getting students and researchers to their answers and goals faster, through the delivery of an efficient, expert and sustainable service. This new model will be supported by the physical redesign of the Main Library’s Helpzone and investment in new and existing digital channels which will create a new dedicated academic support hub.

1. Students will benefit from a new library support model, inclusive of academic services
2. Improved student client satisfaction with Library services
3. Increased utilisation of library services and greater efficiency and return on investment in the use of staffing resources
Evolve the Library Masterclass program and related services

UNSW has rapidly increased its global rankings as a research-intensive institution. In order to support and continue this trend, it is imperative that UNSW nurture its current and developing researchers and HDR candidates by developing future-ready research skills encompassing the complete research cycle.

In 2019, the Library rolled out the newly developed Library Masterclass series, in conjunction with the launch of the Library’s Publishing Strategy guide. The Masterclass program provided opportunities for researchers to think strategically about their publishing and to introduce tools that can help in making informed decisions.

Following the delivery of Masterclasses, many researchers reached out to the Library for additional support around their specific publishing needs. Additionally, there is an opportunity to proactively develop and deliver services in a timely manner, based upon the business intelligence received through our Academic Engagement team. There is also an emerging role supporting academics in alignment with the UNSW Academic Expectations Framework.

The Library will expand its Publishing Strategy Guide, adding guidance around publishing for teaching academics, discipline specific data management, negotiating publishing contracts and metrics for grants and promotion. The Open Access Guide will also be revised to improve comprehension and clarity. Additionally, Library Masterclass capstone sessions, an Expert on Demand service, and Hacky Hour style sessions will be developed.

**MEASURES OF SUCCESS**

1. The Library demonstrates increased engagement with researchers and HDR candidates via workshops
2. Research practices are improved upon and research services and infrastructure are better utilised
3. Increased researcher and HDR candidate satisfaction
The global scholarly publishing landscape is under pressure from funders, institutions, policymakers, and researchers to shift from ‘pay to read’ to access research articles online to alternative models such as “publish and read”. Recently, this shift has gained momentum through the Plan S initiative.

The Library works to align its activities with the UNSW Division of Research mandate of research quality over research quantity.

The Library will be recognised as advancing the scholarly publishing ecosystem in Australia.

As scholarly communication experts within UNSW, the Library has developed principles to guide its licencing arrangements around transformative agreements and acts as the representative of the university on such negotiations.

The Library will raise awareness and build a common understanding among the UNSW academic community about shifts in scholarly publishing. The Library will review and update UNSW’s Open Access Policy to align with funder and publisher requirements and increase open access via our UNSWorks repository. As business models for scholarly publishing change, the Library will develop services and processes for managing article processing charges (APCs) and participate in national transformative agreements.

UNSW senior stakeholders are aligned on an approach to open access

University funding sources are aligned to facilitate Library negotiations with publishers and service provision

The Library has developed a range of streamlined transparent services supporting transformative agreements

Percentage of UNSW research outputs available as open access through UNSWorks has increased

The Library has made significant contributions to the discourse to advance the Australian researcher perspective
The university has a new data governance strategy and will be working to train staff, and to develop data pipelines and dashboards. The Library collects data from all services and operational activities, but this data is not yet being put to the best use to make decisions about service trends, enhancements, and for long-term planning. By developing capabilities in library data, it is anticipated that this will lead to more data-informed decision-making, as well as assisting the Library to demonstrate the value of Library services to stakeholders across the university.

The Library will build its capabilities for managing, visualising and analysing business data for the purpose of improving our business processes and decision-making. We will train our people, build a community of practice, evaluate existing metrics and develop a new set of library measures, work with university stakeholders to develop new methods, procedures and standardised reporting outputs, and develop a dashboard to bring it together for leadership engagement.

1. The Library has developed a culture of data-informed decision-making and service improvement
2. Library business data are routinely identified, stored, analysed and used in reporting and decision-making
3. A data reporting dashboard is developed
The CAUL Digital Dexterity framework identifies the capabilities our students and staff need to fully participate and succeed in a digital world. Maintaining and improving staff capabilities is essential to the Library’s ability to meet our clients’ needs.

The development of a capability framework will identify the behaviours, skills, knowledge and attributes that contribute to collective success of the Library, and that provide benefits for individual staff development. This will enable the creation of a targeted professional development program which addresses skills gaps and builds on strengths so we can deliver responsive services to the UNSW community.

In 2020, the Library will map required competencies to the Digital Dexterity framework, conduct a skills audit across roles in the Library and undertake a gap analysis to develop a professional skills matrix, and undertake professional development activities in support of Digital Dexterity.

**MEASURES OF SUCCESS**

1. The Library has a strategic professional development framework
2. The Library people have the required future-ready skills and capabilities
3. Students will benefit from digital dexterity resources and services
The University Librarian manages compliance with statutory and legal obligations for copyright under the university’s Legislative Compliance Framework.

Copyright is both a significant tool and restriction imposed upon students, professional staff and academics reaching their learning, teaching, research and creative goals. Copyright legislation and statutory provisions change on a regular basis and it is important that university stakeholders have a well-developed understanding of the application of copyright to their study and work. Advocacy and training are the best ways for the university to manage the risk of non-compliance and make use of resources available through educational licences.

The Library will continue its program of work to implement revised UNSW Copyright Policy and Guidelines including case studies, compliance guidelines for Leganto (digitised course resources), further embed the use of Creative Commons licensing at UNSW, and deliver copyright training programs to UNSW Divisions and Faculties.

**MEASURES OF SUCCESS**

1. Improved copyright information is available
2. University staff are more aware and skilled
3. Policies in place
4. Risk is managed and greater compliance
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