

UNSW Library Plan



2023+

Our 2023 Strategic Priorities

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Message from the University Librarian

The 2023+ UNSW Library Plan is a continuation and update on the 2022 UNSW Library Plan. We have decided to make this a multi-year plan to the end of 2025 to cement the Library's focus on supporting the UNSW 2025 Strategy, and also in recognition of the multi-year nature of many of the Library's development objectives. The Library has also benefited from the External Review led by Caroline Williams, Chair of the Group of Eight University Librarians and University Librarian at the University of Queensland. Recommendations from the Review Report have been used to focus and reinforce our refreshed plan. My thanks go to Caroline and the review committee members for working with me and my colleagues.

Much was achieved in 2022 to reach the Library's objectives and I am proud of the way my library colleagues worked together and collaborated with university and external partners to achieve such progress. There is much more work to do and I look forward to continued collaboration, and the future pleasure of reporting on progress made on building upon the student experience, research excellence, scholarly collections, digital library, library spaces and organisational effectiveness and culture in the 2023 UNSW Library Annual Report.

Martin Borchert
University Librarian





Academic Excellence

Theme 01 : Research Quality

Library initiative

Complete implementation of UNSW's next-generation research infrastructure.

Challenge and opportunity

UNSW Library will complete the implementation of the open-source DSpace7 repository solution and investigate options for thesis preservation. The Library completed migration of Research Data Management capabilities to ResToolkit/ DMPOnline in 2021. The Library will now focus on embedding the new systems in researcher workflows, and increasing engagement.

Response

- Complete the implementation of DSpace7, and develop business cases for integration between systems to improve interoperability between research outputs.
- Design and deliver business cases for further enhancements to UNSWorks, including strategy for persistent identifiers such as ORCID to link outputs across the scholarly record.
- Promote key messages for research infrastructure including UNSWorks, DMPOnline, identifiers and data publishing capabilities, and preservation.

Measures of success

1. Completion of DSpace implementation.
2. Ability to monitor data publishing activity using UNSW and external data infrastructure.
3. Verified ORCID profiles.
4. Increasing usage of UNSWorks.

Theme 01 : Research Quality

Library initiative

Advancing access to research and sustainable scholarly publishing models.

Challenge and opportunity

New publisher business models, funder requirements for open access, and researcher-led initiatives require a diversity of approaches to ensure researchers are informed about rights, licensing and publisher agreements. In turn, UNSW Library can negotiate and enter into sustainable agreements for scholarly resources on behalf of the University that maximise access in a highly marketised environment.

Applying our sector leading knowledge and experience, the Library will continue to influence UNSW's position on research quality and respond to macro-environmental changes. The Library will also broaden its support of open infrastructure.

Over the coming years, these initiatives will enable UNSW Library to lead and deliver strategies and services for transitioning to a scholarly publishing ecosystem that is sustainable for academic institutions and ethical in its delivery of open research.

Response

- Analyse and enter into favourable transformative agreements for scholarly resources that benefit the UNSW community.
- Broader support of open infrastructure through pledges to open NTRO and eBook initiatives including participation in collective approaches to open monograph publishing.
- Engage with senior researchers and leaders across the University, and the sector, on developments and concerns in scholarly publishing, including OA marketisation.
- Uplift understanding of rights retention, copyright, embargoes, and licences to empower researchers.
- Increase opportunities for rights retention through policy alignment and advocacy.
- Analyse and report on UNSW publishing patterns and provide strategic insights to inform senior stakeholders of trends in the publishing landscape.
- Continue to advocate for a diversity of approaches to achieving open access through our member bodies including CAUL and Go8.

Measures of success

1. Negotiated favourable publisher agreements and support for open infrastructure initiatives.
2. Provision of information about negotiated scholarly publishing agreements.
3. Compliance with UNSW Open Access policy.
4. Usage of agreements by UNSW authors.
5. Reports and presentations to UNSW committees on scholarly publishing.

Theme 01 : Research Quality

Library initiative

Repositioning scholarly library collections and connecting physical collections with the digital space.

Challenge and opportunity

Our expertise in the stewardship of scholarly collections is well established. With the Collection Development Strategy aligned to UNSW's Values in Action, the Library is ready to reposition its scholarly collections and services to create rich and unique research, teaching and learning experiences.

Opportunities exist to extend support of non-traditional ways to use and interrogate our scholarly collections to create experiences for multi- dimensional connections with knowledge, and its discovery, interpretation and creation.

Additionally, the Collection Maintenance Framework will continue to rationalise and revitalise our print collections and showcase their unique research value.

Response

- Build student-centred opportunities to innovate in the object-based learning (OBL) space.
- Purposefully develop our Special Collections by commissioning local, indigenous print material, materials with connections to UNSW research, and purchasing archives and backfiles.
- Explore leading Digital Lab spaces and services to progress ideation of creating a multi-dimensional digital knowledge lab at Main Library.
- Explore opportunities for bringing a second life to our Exhibition programs including UNSW Greater Sydney hubs and wider travelling exhibition opportunities and improve our media exposure strategy.
- Progress to stage two of the Collection Maintenance Framework and commence implementation of offsite storage plan and relocation of UNSW theses.
- Respond to the National Library of Australia's changing plans for document delivery systems and services. Plan for alternatives to ensure the essential role of our shared collections and resource sharing networks to our researchers.

Measures of success

1. Number of new and emerging resource types acquired.
2. Pedagogical-based OBL framework implemented and number of sessions delivered.
3. Student and academic consultation and feedback used to refine efficient and effective client-focused collections and services.
4. Main Library collection reviewed, and relocation progressed.
5. Progression towards delivering a multi-dimensional digital knowledge lab at Main Library.

Academic Excellence

Theme 02 : Educational Excellence

Library initiative

Deliver leading practice in library services and collections that support teaching and learning.

Challenge and opportunity

Recognising our multi-faceted role in supporting teaching and learning, the Library continues to advocate for eBook and eTextbook publishing practices that are affordable and accessible, under favourable institutional licences that facilitate the educational aspirations of UNSW.

After undertaking an environmental scan across academic libraries in 2022, the Library will work closely with teaching academics across the University to develop enterprise-wide guidelines that are built upon leading practice and that articulate our shared responsibilities. In doing so, the Library will ensure UNSW meets its student equity responsibilities, maximises support for equitable and sustainable publishing practices and generates opportunities for UNSW created OERs.

Response

- Consult, create and communicate guidelines for prescribed resources that articulate the responsibilities of both the Library and teaching academics.
- Identify course resources with restrictive/limited user access and liaise with academics to curate alternative resources.
- Analyse student engagement with prescribed resources. Compare with previous usage and engagement and report on trends.
- Promote and contribute to the development of the CAUL OER Collective for eTextbooks.

Measures of success

1. Enterprise supported guidelines developed and socialised with teaching academics and students.
2. Maximise student access to prescribed resources.
3. Increase student engagement with course resources.
4. Build Leganto's profile as UNSW's textbook for students.
5. Minimise reliance on textbooks with restrictive access.





Academic Excellence

Theme 03 : Student Experience

Library initiative

Increase coursework student engagement with library learning opportunities.

Challenge and opportunity

With the rapid transition over to online and hybrid teaching, students are looking to engage with academic support in more diverse ways.

In this environment, the Library will work to promote and increase student awareness of and engagement with Library services, learning support, student workshops and events.

Response

The Library will increase student engagement with Library services by:

- Re-designing and simplifying the points of connection and by connecting students to support at their point of need.
- Working with student groups, Faculties and Schools to promote Library services.
- Embedding Library support in context with student learning.
- Expanding reach whilst simplifying and consolidating Library student service offerings, via event bookings, social media, CRM etc.

Measures of success

1. Continue to build on the Library Peer Mentor program.
2. Greater student engagement with Library-created teaching and learning objects.
3. Extend the reach of Library student support channels.
4. Improved learning and digital skills outcomes for students.
5. Increase the impact of student focused communications.

Theme 03 : Student Experience

Library initiative

Improve the HDR candidate experience.

Challenge and opportunity

The HDR candidate journey requires multiple points of engagement. For many candidates building a profile, managing and sharing data, and publishing during candidature are now expected and require broader skills in research data, copyright, and licensing.

In 2022, the Library completed the ‘review’ phase of this initiative. In 2023, the focus will be to ‘improve’ by standardising delivery, messaging, and continuing to engage closely with stakeholders and partners across the University.

Response

- Standardise the Library’s suite of workshop offerings – aligning with HDR milestones and other key activities throughout the year.
- Deliver activities in a variety of formats to meet different needs.

Measures of success

1. Deliver a report on outcomes of the ‘improve’ phase of the HDR experience initiative.
2. Reach and content targeted at HDR candidates (such as guides), events and activities delivered.

Theme 03 : Student Experience

Library initiative

Support vibrant, welcoming physical library spaces.

Challenge and opportunity

Libraries are places for knowledge discovery and knowledge creation. The pandemic, adoption of online learning and digital technologies, and a focus on libraries as welcoming and inclusive spaces mean that the types of physical library spaces that meet our clients’ needs have changed significantly. In 2022 a new Paddington Library & Nucleus: Student Hub opened, and a package of collaborative and single study furniture was delivered at Main Library. The Library will undertake detailed planning to progress the masterplan for the Kensington campus libraries and analyse data and opportunities for specific spaces within all Library sites across campus.

Response

- Progress the Kensington Library Masterplan to proposals for funding for Law and Main library improvements.
- Utilise data and research to ideate more detailed concepts for new spaces.
- Continue to invest in operational enhancements to existing library space assets to improve the student experience.

Measures of success

1. Secure business case for the Kensington Libraries Masterplan.
2. Analysis of space utilisation data from Law Library sensor project.
3. Enhance existing spaces including digital uplift, wayfinding, and accessibility improvements.

Enablers

Support our services, systems and processes

Library initiative

Improve the digital Library experience.

Challenge and opportunity

The Library's digital presence is the primary way in which most staff and students use Library resources and services. The Library continually reviews and improves access to knowledge, collections, and unique resources. In 2023 the Library will focus on information architecture, alignment of enquiry channels, and the migration of the Library website to a new platform.

Response

- Migrate the website to a new platform and improve information architecture.
- Improve Library search experience for clients.
- Review and streamline digital enquiry channels.

Measures of success

1. Increase in Library visits following website migration.
2. Reduction in first tier enquiries as guidance and resources are more easily findable.
3. Analysis of traffic and client feedback.





Support our services, systems and processes

Library initiative

Support a strong organisation, people and culture, following a period of change.

Challenge and opportunity

Following a period of significant change, the DVCAQ and University Librarian sponsored an external review conducted in 2022 and led by a panel of external library leaders, UNSW academic staff and Arc representatives. The purpose of the review was to investigate organisational efficiency and effectiveness, services and culture and provide strategic directions. The review process included staff and client surveys and interviews, environmental scans and a desktop review of library and university documents. A number of recommendations were presented and provide the Library with options for focused development across its business portfolios.

Response

- Engage the university on the recommendations from the 2022 Library External Review, including budgetary requirements.
- Develop library corporate mission and vision in collaboration in support of a “one library culture” with library staff.
- Consult library staff, and working with Human Resources, on the future of work in the post-pandemic university environment.
- Extend the *Bringing Teams Together* program to all library units.
- Review the Library’s professional development requirements.
- Progress Equity, Diversity and Inclusion, cultural awareness, and gendered violence professional development opportunities for staff.
- Progress implementation of the alignment strategy for Academy Library, UNSW Canberra.

Measures of success

1. The University Librarian engages university leaders and university committees on review recommendations and budget requirements.
2. Library mission and vision statements supporting a “one library culture” are developed and implemented.
3. Preferred ways of working are negotiated and implemented with HR as a partner.
4. The BTT program is delivered by Associate Directors to units.
5. The PD Budget is reviewed. PD requirements are reviewed and priority programs and process improvements are implemented.
6. Progress Equity, Diversity and Inclusion, cultural awareness, and gendered violence professional development opportunities are delivered. Students and staff benefit from our libraries being safe places.
7. Increased efficiency and effectiveness of services at Academy Library, UNSW Canberra.

Library Executive Team



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