



2026 UNSW Library Plan

UNSW Library Plan

The 2026-2028 UNSW Library Plan has been designed to reflect and support Triennium 1 of the 2025-2034 UNSW Progress for All Strategy. It outlines the many continuous improvements the Library is making to support students, academic staff, researchers, community, and its workforce. Progress against these objectives relies on the Library's collaborations with students, university partners, vendors, and library sector leadership and community.



Martin Borchert
University Librarian

01.

Embed Indigenous knowledges and communities

- Partner with Indigenous knowledge holders to implement ICIP in library systems, services, spaces, and collections
- Support Indigenisation of the curriculum
- Build an Indigenous staff presence and capability within the Library organisation

Pillars 1 & 3

- *In partnership with Indigenous knowledge holders and their communities, implement an established model for embedding relevant Indigenous knowledges and protocols across our education, research, and scholarly collection services*
- *Engaging Aboriginal and Torres Strait Islander communities through timely and culturally respectful consultation to ensure representation, inclusion, and alignment with community priorities*



02.

Future-ready research capabilities and entrepreneurship

- Articulate and develop library services and resources that contribute to a rigorous and entrepreneurial research culture
- Enhance systems to accelerate access to UNSW's open research outputs and future infrastructure capabilities in alignment with UNSW-wide priorities, including Research Data Experience

Pillars 2 & 7

- *Strengthen and accelerate a future-ready shared research infrastructure ecosystem*
- *Accelerate research translation, commercial impact, and entrepreneurship*



03.

Develop organisation, workforce, and culture to deliver high-quality library services

- Undertake workforce planning and develop capabilities for career growth and library service quality
- Continue to develop library culture, innovation, and collaboration

Pillar 4

- *Strategic Workforce by Design: Develop shared frameworks for workforce planning, capability growth, and career mobility to make UNSW a place where people can see their future and navigate toward it*



04.

Extend Library services across multiple campuses and modes

- Develop and deliver a multi-precinct, regional, and international approach to library services that unifies digital and physical services and experiences in collaboration with university partners

Pillars 1, 3 & 5

- *Deliver UNSW's transformative educational experiences across multiple campuses and in multiple modes*
- *Deepen global research, transnational education (TNE) and innovation partnerships to drive positive societal impact worldwide*
- *Development of a multi-campus operating model with unique precincts across metropolitan, regional and international contexts while unifying governance, systems and standards*



05.

Improve experience and sustainability in Library spaces

- Deliver refreshed student study spaces on UNSW campuses
- Redevelop Library staff workspaces to facilitate collaboration
- Commence the Masterplan design process for a new Main Library building on the Kensington campus

Pillars 5 & 6

- *Transformation of our campus environments so that our spaces are functional, inclusive and enjoyable for all*
- *Walking the talk: Establish UNSW as a living lab for sustainability*



06.

Innovate discovery and access in AI-enhanced environments

- Innovate discovery and seamless access to trusted, scholarly collections and services
- Prioritise information integrity and equity

Pillars 1, 2 & 5

- Implement UNSW's new academic calendar, embedding key elements of its future educational model and support for a multi-campus model
- Deliver UNSW's transformative educational experiences across multiple campuses and in multiple modes
- Lay the foundations for an uplifted and seamless research ecosystem
- Program of investment to modernise core platforms to enable the UNSW Strategy: Progress for All. Simplify and streamline staff and student experience of administrative, learning and teaching systems



07.

Build community cohesion, inclusion, and student belonging

- Enhance the Library's role in society in building ethical, informed, and literate communities
- Early, positive, culturally safe and equitable engagement with the Library builds student belonging

Triennium Pillars 8 & 9

- *Partner with community and priority populations to enable healthy lives*
- *Shape ethics, trust and digital literacy for public good*



08.

Strengthen digital literacy capabilities for students

- Empower the university community to develop digital literacy skills across the UNSW community, drawing on library values and ethics in partnership with sector bodies
- Embed pedagogically sound capabilities aligned to the Library's Digital Information Skills Framework

Pillars 1, 4, 8 & 9

- *Establish a distinct brand of societal impact focused education that builds on our existing strength and expertise in this area*
- *Embed future-focused and AI-relevant skills into all our education offerings, along with scaffolding and signposting for our learners. Ensure these are clearly articulated to graduates, their employers, and the broader community*
- *Design for Inclusion: Embed UNSW's values and EDI principles into everyday behaviours, leadership, systems and environments, ensuring they are lived, visible, and reinforced at all levels*
- *Partner with community and priority populations to enable healthy lives*
- *Shape ethics, trust and digital literacy for public good*



UNSW Library acknowledges the Bedegal (Kensington campus), Gadigal (City and Art & Design Campuses) and Ngunnawal people (Australian Defence Force Academy, in Canberra) who are the traditional custodians of the lands where each campus of UNSW is located.

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