Message from the University Librarian

The 2021 UNSW Library Plan has been developed using a co-design process involving library clients and library staff. It reflects and supports the updated UNSW 2025+ Strategy and is intended to be more targeted to achieve a smaller number of high level, priority and attainable initiatives. This is during a period of uncertainty and budgetary restraint due to the continuing global pandemic. With this in mind we will work with agility and flexibility as we respond to new challenges and opportunities. The Plan is therefore a living document.

This year we have clearly mapped the library’s goals to the pillars of the UNSW 2025 Strategy. Many of the goals are a continuation of work begun in 2020 to support research, teaching and learning through the development and provision of library services, infrastructure and scholarly resources. The digital uplift to support online teaching will continue. There is also a renewed and increased emphasis on supporting the student experience. Our aim is to be even more present and more visible, both digitally and physically.

We will focus on supporting our people to develop skills and abilities and to work flexibly using technologies. We think that even in this time of reduced resources, it is vital to maintain the full range of capabilities, but with some reduced capacity as required. This is an important time to review both service quality and operational efficiency as we deliver substantial savings to the university.

I would like to thank all of our library people for doing a brilliant job in 2020 and look forward to working with sector peers, university stakeholders and clients, and library colleagues in 2021.

Martin Borchert
University Librarian
Academic Excellence

Theme 01: Research Quality

Library initiative
Implement next generation infrastructure

Challenge and opportunity

In 2020, the Library made great strides in advancing our vision of integrated, interoperable next-generation research infrastructure. Our focus on underpinning technologies including persistent identifiers, preservation, and metadata harvesting ensures that today’s research fulfils the FAIR principles (findable, accessible, interoperable, reusable).

Response

- Continue implementation of the multi-year Next-Generation-Repository Dspace7 project to replace the Fedora backend of UNSWorks in partnership with the Division of Research and Enterprise. This project will deliver a single cloud-hosted service for discovering UNSW’s open access datasets, research publications, non-traditional research, and research engagement outputs. The first stage of the new UNSWorks repository is due for delivery by the end of 2021.

- Implement the newly developed RDMP tool, integrated with the Research Toolkit (PVC Research Infrastructure).

Measures of success

1. Increased technical capability to deposit a broader range of research output types in UNSWorks.
2. Improved infrastructure to support creation of data management plans.
Theme 01: Research Quality

Library initiative

Develop capabilities and platforms to provide researchers and research leaders with greater insights into publication management

Challenge and opportunity

Library experts frequently provide data, reports, and analysis from systems including Research Output System (ROS) on request to faculties and research leaders in support of understanding their publishing trends. New functionality in ROS provides an opportunity to streamline and standardise support for these services.

Response

- Implement user-focused ROS Dashboard including faculty level statistics, together with guidance on interpreting publication and research-output data.

Measures of success

1. Increased researcher satisfaction with ROS reporting capabilities.
2. Researchers make use of guidance to interpret publishing trends.

Challenge and opportunity

In 2020, the Library rapidly flipped the delivery of its teaching services to online. The unexpected nature of events and the impromptu response means a comprehensive and strategically aligned approach is now required to enhance the UNSW educational experience. In addition, there were significant changes to enterprise-wide educational technology platforms available to deliver these Library teaching services and resources. To ensure the Library holistically delivers leading practice and enhances the educational experience, in 2021 we will take the opportunity to improve their functionality and visibility. The Library will also shift its flagship services and resources for curriculum support onto UNSW supported educational technologies and platforms.

Response

- Migrate ELISE quiz onto new adaptive educational technology platform (Articulate Storyline).
- Create a Moodle instance to exhibit Library digital teaching and learning objects and services.
- Implement Library curriculum services integration into MS Teams and Moodle.
- Update the Library Service Model for Curriculum Support information guide.
- Build awareness and skills in using Leganto for reporting and analysing student usage and engagement.
- Streamline Leganto processes to minimise turnover times and implement new user requested Leganto enhancements, e.g. annotation of articles.
- Improve the use and application of Library specific educational technologies through normalising upgrades.

Measures of success

1. Increased client satisfaction.
2. Increased usage of DTLOs.
3. Improved Leganto functionality.
4. ELISE quiz successfully migrated to new platform.

Theme 02: Educational Excellence

Library initiative

Deliver leading practice in Library related teaching services and systems

Challenge and opportunity

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Theme 02 : Educational Excellence

Library initiative

Evolve Library Presentations and Workshops to support teaching academics, researchers and HDR candidates

Challenge and opportunity

In 2020, the pandemic paused all face to face presentation and workshops and required the Library to move all its presentations online. We had also planned to evolve our Library Masterclasses, a flagship service that provides researchers the opportunity to think strategically about their publishing and to introduce discipline specific tools that can help them make informed decisions. Further, our university partners have been impacted by the WPC, including those who partnered with us in preparations and delivery of workshops.

In 2021, online teaching and new ways of working bring opportunities for Library presentations and workshops to be offered in a hybrid model, with combinations of face-to-face, online and flipped offerings, including pre-work and in-session online activities. This requires the Library to take a leadership role in its areas of expertise, developing and delivering a revamped presentations and workshops program.

Response

• Identify new HDR candidates, researcher and academic training opportunities to enhance online teaching and research publication capabilities, especially for early and mid-career staff. There will also be a renewed focus on training for teaching academics with a Scholarly Resources for innovative teaching event(s).

• Use MS Stream in MS Teams and Sharepoint platforms for self directed online training resources to supplement researcher workshops.

• Embed copyright support in teaching focused workshops and online resources included in the rollout of the revamped presentations and workshops program.


• Have publishing vendors present discipline specific training at our Scholarly Resources for innovative teaching events for teaching academics.

Measures of success

1. Strategic growth in the program.
2. Increased engagement with the program.
3. Increased client satisfaction.
4. Change in client publishing understanding.
5. Research practices are improved upon.

Theme 03 : Student Experience

Library initiative

Review and optimise Library services and programs to enrich the student experience and support student success

Challenge and opportunity

Transitioning to university is a challenging time for many students, and we know that early engagement with support services is a strong predictor of student success. The Library is a critical part of student transition, providing not only access to rich scholarly collections and study spaces, but also a range of support services designed to ensure students develop the scholarly and digital literacy skills they need to succeed at university. However, despite large numbers of students visiting our libraries and using our collections, we also know that there are many more students who lack awareness of the full scope of Library services. There is an opportunity for the Library to increase its value and impact by increasing the opportunities for engagement and embedding the student-voice into Library services and programs.

Response

• Develop a comprehensive student engagement plan including the roll out of the Library’s new orientation and transition program.

• Optimise the Library’s service model and digital service channels to simplify pathways to information and support.

• Collaborate with Academic Skills on the delivery of a new integrated academic support hub in the Main Library.

• Formalise the Library’s students-as-partners strategy.

Measures of success

1. Student satisfaction (measured through client surveys, post-workshop feedback and RateIT).
2. No. of Library enquiries handled first time.
3. No. of students registering for Library programs.
4. No. of students engaged as partners.
Theme 03: Student Experience

Library initiative

Strategic investment in Library spaces

Challenge and opportunity
The Library plays a major role in creating a vibrant and engaging campus for students and staff. Libraries are some of the most iconic destinations on campus and provide one of the most visible representations of investment in student experience and learning spaces. Over several years, the Library has made iterative improvements to existing spaces and will continue 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. However, to ensure that Library spaces continue to meet the needs of students into the future, a more strategic approach to the development and optimisation of Library spaces on the Kensington campus is required.

Response
• Work with Estate Management to develop a UNSW Library Master plan, including a new middle/lower campus library.
• Resubmit internal funding bids for an upgrade of the Paddington Library and the redesign of the Main Library Helpzone.
• Increase the number of quiet and silent seats in Main Library.

Measures of success
1. Number of Library seats per student.
2. Number of quiet and silent Library seats.
3. Master plan released.
Innovation and Engagement

Theme 02 : Partnerships

Library initiative

Leverage the Library’s Exhibitions Program to develop a framework for Library-driven public programs and object-based learning workshops.

Challenge and opportunity

There is an opportunity for the Library to lead the delivery of public engagement programs and coursework-embedded workshops connected to our existing exhibitions program through proactive partnerships with faculty and community organisations. Taking advantage of this opportunity would contribute value to the University’s efforts to reactivate our campuses in 2021 and increase engagement with the Library’s Exhibitions Program.

Response

- Develop and adopt a new framework for proactively generating public programs and new partnerships.
- Strategically embed specific exhibitions within coursework curriculum as object-based learning opportunities.

Measures of success

1. No. of new public programs delivered.
2. No. of students registering and attending Library public programs.
3. No. of exhibitions embedded in curriculum.
4. Student satisfaction (measured through RateIT and post-program feedback surveys).
5. Academic satisfaction (measured through RateIT and post-program feedback surveys).
Theme 02: Partnerships

Library initiative

Reinvigorate the Library’s engagement strategy with Academics

Challenge and opportunity

UNSW Library has had a strong historical engagement program with our academics across all UNSW faculties and key division contacts. We have built mutually beneficial relationships to ensure the delivery of tailored services and world class resources to support research and teaching. UNSW moved to a new faculty structure in late 2020. With these faculty changes we now need to reinvigorate our engagement strategy in response, building new and re-targeted relationships with the incoming academics, established academics and professional staff in new positions in both faculties and divisions. This will realise strategic opportunities and greater visibility within the new faculty structure, increasing our value and impact.

Response

- Deliver an engagement matrix to strategically position the Library’s work with the faculties, delivering value and building robust and authentic connections. This will include the targeted faculty contacts and briefing notes.
- Streamline our communication channels, including Yammer, Twitter, the Library newsletter, and faculty channels, to ensure we are connecting the right information with the most appropriate clients at the right time.
- Develop new convenient opportunities to engage with our Faculty Outreach Librarians.
- Realign our Academic Engagement Librarian support in response to the emerging needs of newly formed faculties.

Measures of success

1. Communication channels reviewed and simplified.
2. Increased targeted engagement with Academics and key Divisional partners.
3. Number of new strategic opportunities achieved.
Social Impact

Theme 02: Thought Leadership

Library initiative
Advancing scholarly publishing for global impact

Challenge and opportunity
The momentum to transform research to open access accelerated in 2020 due to the need to access research on the pandemic, a focus on engagement and impact, and a dramatically changed resource environment. These challenges provide the opportunity for a more targeted program including researcher rights retention, and the benefits of open access to research, practice, and policy. UNSW Library continues to be a leading organisation nationally in open access debate and policy formulation and hosts Open Access Australasia.

The library will also build its leadership role in the transition to open education resources (OERs), working with PVCE and faculties. OER resources, networks and business models will be assessed and applied if appropriate.

Response
- Find opportunities to partner with UNSW faculties to progress transformative agreements.
- Develop targeted messaging on the benefits of making reports, data, and non-traditional outputs accessible to end-users such as clinicians and policymakers.
- Work with publishers, both as part of CAUL and separately, to transition to open access models for research publications and other scholarly communication.
- Promote sources of bibliometric data that can be utilised in developing stories of impact.
- Build on the use of OERs:
  - Assess the landscape and potential for OERs such as open textbooks.
  - Engage the CAUL Enabling a Modern Curriculum Program.
  - Progress the current etextbook situation to create more positive outcomes for teaching staff and students.

Measures of success
1. Collaborate with the Division of Research and Enterprise to contribute to S2025+ Thought Leadership measures of impact.
2. Reach of targeted open access messages.
3. Revised and endorsed open access policy in place.
4. Availability of non-publication research outputs in ROS/UNSWorks.
Enablers

Support our services, systems and processes

Library initiative

Improve corporate preparedness, quality management

Challenge and opportunity

The Library commenced a strategic initiative to develop capabilities in analysing and visualising library data in 2020 which resulted in improvements to service management, internal reporting using Power BI and other library systems, and staff capabilities.

Response

- Enhance our approach to quality management throughout our operations, including the contribution of performance metrics and activity-based costing in our service management.
- Create a Library-wide dashboard to monitor our services performance and communicate value to university stakeholders.

Measures of success

1. Availability of library service dashboards.
2. Improvements to service quality (fit for purpose).
3. Increased efficiency (resource allocation).
Support our services, systems and processes

Library initiative

Improve the digital experience

Challenge and opportunity

The digital library is one of the most heavily used pieces of infrastructure at UNSW – with over 6 million searches of the Library collection performed annually resulting in 21+M digital library items being used by the UNSW community. However, there are significant issues with user experience that must urgently be addressed in order for the Library to keep pace with the rate of change in the external environment and provide the kinds of premium digital experiences that students and researchers expect. A number of initiatives from 2020 were stalled and will be revisited in 2021.

Response

• Embark on a digital uplift program to improve the user-experience and increase engagement with Library services, resources and collections.
• Launch the new “Study” section of the Library website.
• Begin a redesign and modernisation of the Library website’s structure, content and platform.
• Complete a full UX review of the Library’s discovery layer.

Measures of success

1. Website analytics (reduced bounce rate, increased time on page, increased repeat visitors).
2. Improved Library website and discovery layer usability and NPS.

Support our services, systems and processes

Library initiative

Strengthening expertise in our stewardship of scholarly collections

Challenge and opportunity

2021 will be another challenging year for managing the stewardship of scholarly collections as UNSW Library continues to face budgetary reductions. We need to manage a 30% saving from the Scholarly Information Resources budget and will plan for further cancellations into 2022. In light of these budgetary reductions, it is increasingly important to ensure responsible expenditure of the Scholarly Information Resources budget and to deepen our understanding of the work of our Finance partners.

In such challenging time, the Library will take the opportunity to continue to comprehensively and robustly review collection resources. We will broaden understanding of the actual cost and discounts that publishers offer when bundling collections. We will also work with publishers to negotiate agreements that acknowledge the current difficulties for both parties, with a view to improving conditions in the longer term.

Response

• Review the Library’s Collection Development Policy including enabling it to be responsive to the changing scholarly publishing landscape.
• Review electronic collections.
• Improve financial processes and reporting.
• Determine the actual or list cost of subscribed scholarly resource collections.

Measures of success

1. Collection Development Policy reviewed and implemented.
2. Electronic collection analysed in terms of maintenance and visibility.
3. Reports and strategies will be tabled at Research Committee for consultation and negotiation.
4. Savings targets met and accurately reported.
5. Student and academic feedback.
Library
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