The UNSW Library mission is to support students, HDR candidates, academics, researchers and the community to achieve their learning, teaching and research goals. The Library achieves this by leveraging its professional staff expertise, services, partnership and collaborations, collections, and physical and digital infrastructure. The Library is a major service provider to current students and is key to delivering a positive student experience and a strong sense of community, belonging and place. “We connect people with information.”

The Library has a strong client-focused service culture, supported by data-driven service management processes and continuous improvement. We believe in operating as a sustainable, effective and highly connected organisation which provides excellent value for money to the university. Our people and services support the UNSW values in action – our UNSW behaviours – which are: demonstrates excellence, drives innovation, builds collaboration, embraces diversity, and displays respect. We are a leader in the transition to openness. We value the individual, institutional, sectoral and global benefits of the transition to open scholarly communication via the use of open educational resources, open access to research, open science methods and open infrastructure.

My library colleagues and I are pleased to present the 2022+ UNSW Library Plan. The Plan was created using a co-design process pulling information from across the library, the university, and the sector. We have purposefully made this 2022+ plan a multi-year work package, aligned with the UNSW S25+ Strategy. We consider it a living document which can respond to changing university needs. It is inclusive of all UNSW libraries – Main, Law, Paddington and the Academy Library, UNSW Canberra – under our “one library” model. With the exception of delivering the Library Master Plan, the Library will achieve these objectives using its operational resources. My thanks go to all library colleagues, university clients, and partners for working towards the attainment of this plan. The Library will provide annual reporting against the objectives, for transparency and reward and recognition.

Martin Borchert
University Librarian
Academic Excellence

Theme 01: Research Quality

Library initiative
Advancing access to research and sustainable scholarly publishing models

Challenge and opportunity
New business models, funder requirements for open access, and researcher-led initiatives require updated approaches to ensure researchers are better informed about rights, licensing and publisher agreements, and that the Library can negotiate and enter into sustainable agreements for scholarly resources on behalf of the University that maximise access while aiming for cost neutrality. In 2020, the Library’s budget for scholarly information resources was reduced considerably in response to University-wide budgetary pressures.

The Library led the revision of the University’s Open Access policy in 2021 to align with evolving best practice nationally and internationally, and was the first institution to sign a read and publish agreement with a publisher outside of the CAUL consortium. The Library has also entered into selected Council of Australian University Librarians (CAUL)-negotiated read and publish agreements.

Over the next three years, the Library will build on these achievements to lead and deliver strategies and services for transitioning to a scholarly publishing ecosystem that is sustainable for the University, including a variety of Open Access models.

Response
• Analyse and enter into favourable transformative agreements for scholarly resources that benefit the UNSW community
• Engage with senior researchers and leaders across the University, and the sector on developments in scholarly publishing, sustainability, and the UNSW Open Access policy.
• Uplift understanding of rights retention, copyright, embargoes to empower researchers
• As sector leaders, continue to advocate for transformative agreements that bring sustainability and equity to the transformation of scholarly publishing models.

Measures of success
1. Negotiation of favourable publisher agreements
2. Provision of information about negotiated read and publish agreements.
3. Compliance with UNSW Open Access policy.
Theme 01: Research Quality

Library initiative
Complete implementation of UNSW’s next-generation research infrastructure

Challenge and opportunity
In 2021, UNSW Library was one of the first libraries in the world to go live with the open-source DSpace7 repository solution, delivering phase 1 of a multi-year project. In 2022, the Library will complete implementation and replace the current UNSWorks repository infrastructure. Phase 1 delivered the higher degree research thesis and dataset deposit workflow, and phase 2 includes migration of existing digital and digitised theses, while Phase 3 will realise integration between DSpace7 and ROS, the University’s enterprise system for managing research outputs. Further enhancements including preservation, will be explored post-implementation.

University infrastructure supporting Research Data Management Plans was enhanced in 2021 including the migration of the in-house ResData to DMPOnline, a best-practice planning tool. With the completion of this project, the Library’s ongoing focus will be to design and deliver tools and guidance that support research data publishing. This will include guidance in line with disciplinary norms, funder and publisher requirements, licensing, dataset preparation, access and preservation.

Integrations between systems enable people and outputs to be more easily linked and discovered, and reduces the administrative burden. On behalf of the University, UNSW Library is a member of the ORCiD consortium and manages associated services and advice to researchers to assist them in managing their profile and integration with ROS. The Library will support uptake and reuse in collaboration with research stakeholders.

Response
• Complete implementation of DSpace7, and integration between systems, to improve interoperability between research outputs
• Design and deliver further enhancements to UNSWorks to support interoperability, linking outputs across the scholarly record using persistent identifiers, further enhancements to discoverability and reuse, and systems to support preservation requirements
• Develop and deliver infrastructure and guidance to support data publishing in line with publisher and funder requirements, and in alignment with research data management (RDM) initiatives across the university

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
Reposition scholarly library collections and bring physical collections into the digital space

Challenge and opportunity
The Library has worked hard over the last few years, in a budget restrained environment, to strengthen expertise in our stewardship of scholarly collections. With a new Collection Development Strategy aligned to UNSW’s Values in Action, the Library is ready to re-position its scholarly collections and related services to exploit innovative ways of researching, teaching and learning.

Opportunities exist to extend support of non-traditional ways to use and interrogate our scholarly collections. This includes text and data mining (TDM), immersive uses, and APIs. The Library will also focus on creating rich and unique learning experiences for students by incorporating Library exhibitions and special collections into coursework, as well as investigating the opportunity to create a unique client-facing Digital Lab space.

Additionally, the Collection Maintenance Framework, on hold for the past two years, will be reactivated to revitalise our print collections and showcase their unique research value.

Response
• Invest in new and emerging collection resource types to enrich student learning
• Leveraging the Library’s successful Service Model for Curriculum Support, develop an Object Based Learning (OBL) framework to support its strategic delivery
• Investigate leading Digital Lab spaces and services external to UNSW to inform ideation of a facility at Main Library
• Review and relocate print collections according to the URC endorsed Library Collection Maintenance Framework. Priority will be given to Paddington Library collection in line with the opening of the new Paddington Campus Library and The Nucleus: Student Hub
• Analysis of the true value of our print collections. This will serve to strengthen the essential role of our shared collections and resource sharing networks for the academic research community

Measures of success
1. Number of new and emerging resource types acquired
2. Usage of new resources
3. OBL framework implemented and number of sessions delivered
4. Student and academic consultation and feedback
5. Paddington Library collection moved
6. Main Library collection reviewed and relocation progressed
7. Progression towards delivering a digital lab at Main Library
Measures of success

1. Pilot undertaken and report with findings released
2. Enterprise-wide procedures developed
3. Maximise student access to prescribed resources
4. Increase in student engagement with course resources.

Response

• Undertake environmental scan across other Australian academic libraries
• In consultation with stakeholders, develop draft procedures for prescribed eBooks and eTextbooks
• Undertake pilots with interested Schools or Faculties
• Iterate pilot findings and implement enterprise-wide procedures
• Analyse student usage of prescribed resources and engagement with all course resources. Compare with previous usage and engagement.
• Promote the adoption of open textbooks

Theme 02: Educational Excellence

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

Challenge and opportunity

The increasing value of digital and open resources for teaching and learning has been evident during the pandemic. However, digital and print usage models are not equivalent. The Library continues to advocate for eBook and eTextbook publishing practices that are affordable and accessible, under favourable institutional licences which support teaching and learning at UNSW. This includes eBooks that have unlimited user access, are digital rights management (DRM) free and that the Library is allowed to acquire as institutional copies.

The Library will work with stakeholders across the university to investigate and develop enterprise-wide procedures around requirements for sourcing of eBooks and eTextbooks used as prescribed course resources (Leganto). In doing so, the Library will ensure UNSW meets its student equity responsibilities and maximises support for equitable and sustainable publishing practices.
Academic Excellence

Theme 03 : Student Experience

Library initiative
Increase coursework student engagement with library social and learning opportunities

Challenge and opportunity
Our students have spent much of the last few years engaging with their study and library services online and remotely.

The return of students to campus in 2022 provides the Library with an excellent opportunity to reimagine and reengage with students to further a sense of belonging, provide opportunities for fun and social engagement, and to provide a more diverse range of learning events and resources which support the termly academic cycle, assessment challenges, and graduate attributes.

Response
The Library’s Orientation & Transition program and the Library Hacks program will be diversified and optimised to meet student needs:

• Students will engage with a diverse range of social events to support their sense of belonging
• Students will engage with a diverse range of learning events and scholarly learning resources via multiple channels
• The Library’s digital service engagement channels will be streamlined

Measures of success
1. Growth in the number and diversity of Orientation and Transition Program (OTP) and Library Hacks events and scholarly learning resources
2. Growth in student engagement with OTP events and scholarly learning resources
3. Tangible improvements in the Library’s service engagement and delivery channels for students
4. Evidence of improved learning outcomes and digital skills for students
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 than ever before.

The Library has provided a range of standalone and embedded workshops and Masterclasses on these topics, and from 2022 onwards will review and improve existing activities and guidance. The Library will work closely with stakeholders in the Graduate Research School and faculties to ensure visibility and accessibility.

HDR candidates also engage frequently with the Library through research consultations, use of online resources, and physical spaces. We will review utilisation of these services and identify opportunities for improvement and enhanced engagement.

Response
- Review current suite of activities for HDR candidates delivered by the Library and map these along the HDR candidate journey
- Assess capacity to deliver activities in line with existing Library resources
- Extend the Library Bytes! pilot into an ongoing series

Measures of success
1. Deliver report on reach and scope of current HDR services and contribution to student experience
2. Reach of content targeted at HDR candidates (such as guides), events and activities delivered
3. HDR candidate feedback on service quality

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Theme 03 : Student Experience

Library initiative
Support vibrant, welcoming physical library spaces

Challenge and opportunity
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.

Students seek out library spaces for connection with peers, hybrid learning, individual silent scholarly study, and engagement with collections, ideas, and exhibitions. Inclusive, accessible spaces also support student wellbeing.

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. New sensors at the Law Library, for example, will provide much more detailed usage to clients and the Library to inform space utilisation and future planning.

Response
- Complete Paddington Library & The Nucleus: Student Hub Space
- Progress the Kensington Masterplan to proposals for funding for Law and Main Library improvements
- Utilise data and research to ideate more detailed concepts for new spaces, such as a digital lab, in collaboration with stakeholders

Measures of success
1. Kensington Libraries Masterplan proposal for funding strategy delivered
2. Analyse space utilisation data from Law Library sensor project
3. Review and improve the new Paddington Library and The Nucleus: Student Hub Space post occupation by addressing deviations and recommendations
Enablers

Support our services, systems and processes

Library initiative
Improve the digital Library experience

Challenge and opportunity

The Library’s digital presence has never been more critical and is the primary way in which most staff and students use Library resources.

The Library continually reviews and improves access to content, collections, and unique resources. In 2021 the Library completed a scoping project to migrate the Library website to a new platform. In 2022, the project will improve the search experience, reliability of resource authentication, and align enquiry channels.

Response

- In partnership with IT, 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

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Support our services, systems and processes

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Library initiative
Support a strong organisation, people and culture, following a period of massive change

Challenge and opportunity
The Library has been through a period of change. 2022 presents a good opportunity to pause, listen to our staff and clients, and review our services, organisational effectiveness and culture.

The Library's senior management team of Associate Directors work closely with both the Library Executive Team and their own teams. Following recruitment and restructure, the Library has in place a strong team of Associate Directors of emerging leaders who will benefit from opportunities to develop their leadership capabilities as a cohort. The University’s Bringing Teams Together program and similar leadership programs will build these skills among the Associate Directors, and be cascaded to Library teams.

Response
• Review library services, organisational effectiveness and culture and respond to recommendations
• Implement Bringing Teams Together program for Associate Directors and their teams in partnership with HR

Measures of success
1. Services meet the needs of clients
2. Staff satisfaction
3. Effective structure and positive culture
Library

Executive Team

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