

University of Sydney Library
Strategic Goals 2005 - 2010
and
Objectives 2005-2007

Values

Our clients are our primary focus

We value high quality services and are committed to excellence

We foster open communication

We are committed to the systematic organization and sharing of our knowledge

We strive for innovation

We respect confidentiality, privacy, freedom of expression and of access to information

We value diversity

Vision

The University of Sydney Library will be a vibrant, innovative centre for excellence that advances the teaching, learning and research of the University's diverse community by providing outstanding service and access to high quality print and electronic scholarly collections. The Library will foster partnerships with national and international partners, promote life long learning, be a world leader in digital innovations and utilise management best practices.

Planning Context

The Library strategic goals were developed in association with *The University of Sydney Strategic Directions 2005 – 2010* which identifies seven areas of ambition and achievement:

- Research and Innovation
- Learning and Teaching
- Student Experience
- Community Engagement and Alumni Relations
- Capability
- Infrastructure Services
- Organisational Performance

The *Library Goals and Objectives* address these areas although they are grouped under different headings which more accurately reflect the way in which the University Library operates. Goals and objectives will be assessed and amended annually to reflect changes in the University environment.

The basis of the *Library Goals and Objectives* is the provision of services and facilities which support the achievement of the University's *Strategic Directions* and the attainment of excellence by individual students and staff members.

Organisational Context

The University of Sydney is Australia's first university and is a large, comprehensive institution. It demonstrates its leadership by the innovation and quality of its research and teaching. The achievements of the University are measured by international standards.

Most students are enrolled full-time, and 75 per cent of undergraduate students have progressed straight from school. The proportion of international students currently approximates 19 per cent.

Research is supported across all of the University's discipline areas and informs the teaching process. The University strongly supports interaction with industry and the commercialisation of research where appropriate.

The Library is part of the Academic and International portfolio headed by a Deputy Vice-Chancellor. There is strong collaboration between the Library and the teaching and learning section of the portfolio.

The Library provides services from eighteen locations on eight campuses. The staff numbers about 260. The Library's collections are comparable with those of peer institutions internationally.

Social, Economic, Technological and Academic Contexts

The **social context** in which the Library operates has changed considerably in recent years. Academic, leisure and work time are converging. Most students have to work to support their studies. Academic staff are constantly balancing the competing demands of teaching and administration with their research

commitments. They, and other clients, do not want to be constrained by Library opening hours. They expect to be able to access required information to suit their commitments, often need to do so remotely and without intervention by Library staff. There is also increasing pressure on libraries to become culturally open environments, where space is designed to meet client needs rather than the storage of books.

There have also been considerable changes in the **economic context** of libraries. Funding for universities is increasingly competitive and there is a growing emphasis on performance and accountability. Development of alternative sources of income, particularly support from alumni and other benefactors, has become a priority at university and library level. The trend to privatisation is another issue that affects libraries. Costs are being moved onto consumers, who are increasingly being asked to pay for services which satisfy their convenience and time requirements. This is accompanied by demands for higher quality of services.

The **technology context** has been dramatically altered by the rapid adoption of the World Wide Web and this has increased demands for more powerful and productive search technology. Web users have become more experienced and more discriminating and the shortcomings of the current search solutions are evident. They are seeking more access to data and expect to be able to use a range of technologies including mobile phones.

Libraries are leading collaborators in the exploration of issues related to data organization and standards, security, authentication and digital rights management. Open source publishing and institutional repository initiatives are regarded as fundamental to change in the scholarly communication process.

The **academic context** is changing as Australia develops into a knowledge economy. There is an increased emphasis on lifelong learning and this has been a factor in the proliferation of e-learning and flexible teaching delivery modes. Developments in digitisation and networking have brought about fundamental changes to teaching in the university environment.

Research is increasingly being carried out in groups, across disciplines and institutions often relying on access to technical infrastructure and information resources developed collaboratively. Changing patterns in scholarly communication, the rise of institutional repositories, cost increases and demands for increased accountability and are all contributing to major changes in research. The University Library has an important role in these areas and has the capacity to provide leadership and direction through increased collaboration with academic staff and students.

Clients

The core client groups of the University Library are the students and staff of the University of Sydney. Services are also available to a range of other groups including graduates of the University, retired staff members, visiting scholars, staff and students of other universities, and members of the Australian community.

Goal ONE : Information Resources

Anticipate and enhance the learning, teaching and research endeavours of the University by creating and maintaining outstanding collections of print and digital resources.

Objective One: Review and simplify access to Library resources to provide an integrated approach for clients.

Objective Two: Improve the management of and access to digital resources in an economically viable and sustainable way to maximise their use and value.

Objective Three: Develop a collection management strategy to ensure a consistent approach to the collection, organization, storage and de-selection of information resources.

Objective Four: Implement regular and systematic methodologies for reviewing the use of the collections to identify areas for improvement.

Goal TWO : Life Long Learning

Provide programmes and services that enable students and staff of the University to become lifelong learners able to locate, evaluate and use information resources effectively and responsibly.

Objective One: Promote the embedding of information skills training into the curriculum through active participation in groups such as Teaching and Learning Committees and collaboration with teaching and research staff.

Objective Two: Provide information skills programs in a variety of delivery modes to accommodate different learning styles and teaching programs.

Objective Three: Ensure programmes offered by the Library are based on the University's Guidelines for Good Practice in Teaching and Learning and support the Generic Attributes of Graduates of the University of Sydney.

Objective Four: Increase the skill base of all Library staff involved in the design and delivery of information skills training through the provision of opportunities to share expertise, ongoing support and relevant training.

Objective Five: Evaluate information skills programs on a regular basis to increase their value to the University community.

Goal THREE : Quality Services

Deliver to students and staff of the University, high quality, innovative services and programs that meet their current information requirements and anticipate their future needs in a rapidly changing information environment.

Objective One: Institute a continuous improvement program based on the University's Administrative Services Review methodology to evaluate and improve services and programs.

Objective Two: Seek on-going feedback on services and client needs and use this feedback to develop and implement responsive services.

Objective Three: Ensure that services acknowledge and support the cultural diversity of the University community.

Objective Four: Deliver coordinated and consistent service across all libraries while still meeting specific disciplinary needs.

Goal FOUR : Digital Innovation

Advance the adoption and integration of digital resources and services into the University's teaching, learning and research activities by continuing to be a leading partner in digital innovations.

Objective One: Lead the University community in creating and operating digital repository and publishing services.

Objective Two: Increase the Library's national and international reputation as a leader in digital publishing.

Objective Three: Lead the University community in promoting, understanding and adopting alternative modes of scholarly communication and publishing.

Objective Four: Collaborate with the University and the wider community in developing innovative digital services.

Objective Five: Promote and use systems that enhance interoperability and information longevity

Goal FIVE : Library Environments

Create welcoming, secure, comfortable and well-designed spaces which enhance teaching, learning and research and meet the needs of diverse client groups.

Objective One: Assess the appropriateness of Library space utilization to the evolving needs of clients.

Objective Two: Create a sense of identity across the University of Sydney libraries through appropriate use of a Library brand and logo based on the University's brand.

Objective Three: Ensure that the new Law Library, the new SciTech Library and the refurbishment of the Fisher Library incorporate the best possible design to create state of the art learning and research spaces.

Objective Four: Ensure that all libraries meet University standards of accessibility, safety, security and environmental sustainability.

Goal SIX : Engagement with the wider community

Enhance the Library's position as a recognised leader in building strategic partnerships with regional, national and international consortia, industry, professional associations, University Alumni, Friends of the University of Sydney Library and other benefactors.

Objective One: Foster strategic partnerships with relevant professional, social, government and cultural institutions at local, national and international levels.

Objective Two: Develop and implement criteria for evaluating partnerships and collaborations to ensure relevance to the University's and the Library's strategic objectives.

Objective Three: Work in partnership with Colleges and Faculties to improve Alumni involvement with the Library.

Objective Four: Increase the Library's engagement with the wider community by engaging more actively with current and potential benefactors and raising the profile of the Friends of the University of Sydney Library.

Objective Five: Communicate to all staff the value of strategic collaborations to the Library and the University.

Goal SEVEN : Library Staff

Recruit and retain enthusiastic and motivated staff who value diversity, strive for excellence and have the skills to offer innovative services in a volatile information environment.

Objective One: Improve staff recruitment processes to attract the best candidates for all advertised positions.

Objective Two: Implement the University's Performance Management and Development scheme to recognise excellent performance, plan for staff development and create a culture of organizational effectiveness.

Objective Three: Review staff training and development requirements to ensure that programs deliver opportunities that are integrated with strategic directions and equip staff to provide outstanding service now and into the future.

Objective Four: Foster a sense of community, open communication and common purpose by celebrating and recognizing staff who provide outstanding service, are innovators, who share their knowledge and contribute as team members.

Objective Five: Promote organisational values that recognise and respect individual abilities, cultures and potential.

Goal EIGHT : Communication and Promotion

Promote the Library achievements and contribution to the University vision and strategic directions.

Objective One: Formulate and implement a marketing plan for Library services and facilities and encourage all staff to take an active role its achievement.

Objective Two: Develop and implement a communication strategy to ensure consistent and effective communication within the Library and the University community.

Objective Three: Develop a clearly identifiable Library identity based on the University's brand to be used in print and electronic publications and in building signage.

Objective Four: Encourage positive Library interaction with the community through publications, exhibitions, seminars and special events.

Goal NINE : Effective Management

Create an effective and flexible administrative and technical infrastructure in the Library to support the proactive delivery of services and programs to the University.

Objective One: Incorporate measures to ensure fiscally responsible budget processes based on strategic goals and emerging priorities.

Objective Two: Diversify and strengthen the Library's funding basis.

Objective Three: Adopt a planning and project management framework to assess activities, services and proposed initiatives.

Objective Four: Provide a flexible and robust IT infrastructure which allows the Library to offer dynamic and innovative services by utilising the latest developments in application software, communications technology and computing equipment.

Objective Five: Refine management information systems to ensure more effective decision making.

Objective Six : Revise Library processes and implement changes consistent with University requirements and corporate business best practice.