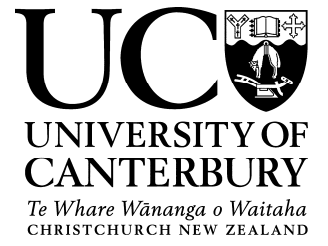


Library



Strategic & Operational Plan 2010

Library

Operational: 2010	\$11,085,000
Capital: 2009	\$ 7,800,000
Staff FTEs 2009:	112.8

The University of Canterbury Library works in partnership with the University of Canterbury community to be a trustworthy repository and source for students and staff of authoritative knowledge in all its forms required to advance teaching (passing on knowledge), learning (applying knowledge), and research (creating knowledge).

The Library focuses on its core service areas of:

- Developing a well-balanced undergraduate and research collection;
- Providing networked access for digital information resources;
- Facilitating access to services and resources;
- Providing an environment conducive to learning;
- Recruiting and developing expert staff.

The University of Canterbury Library had evolved since its humble beginnings in 1879 to become what it is today; a network of six subject-focussed libraries, a bindery, and a separate storage facility, all supported by specialist IT and Collection Services departments. It provides 3,000 study spaces (including some which are equipped with power and wireless network facilities for laptops, and 350 others which have multi-purpose computers available), and group discussion rooms in buildings that are accessible to all UC staff and students for seven days per week. The door count of foot traffic in and out of all the libraries averages 1.4 million per annum.

The University Library provides access to electronic information resources for 24 hours a day, 7 days a week and access to print resources for up to 14 hours per day, 7 days a week. Print material held by UC is delivered on request to the library of choice of any member of the University through the inter-branch delivery system, while library users can place their own requests for items not held by UC. These will be delivered through the interlibrary loan system from other national or overseas libraries. Professional staff deliver tailored information services in all libraries to facilitate staff and student access to the collections and assistance in understanding and assessing information resources that are available and useful to support research and learning in a particular subject.

Written and created during 2007 and 2008, the Strategic Bicultural Plan for the University Library – Ngā Awa e Rua – was adopted by the Library in 2009 and will inform all the library's activities, as well as being reflected in all library policy and planning processes.

Responsibility for each of the five key result areas of the Library Strategic Plan has been allocated to a member of the Library Leadership Team (LLT).

KRA 1 Collection Development and Management	Collection Services Manager
KRA 2 Networked Access	Library IT Manager
KRA 3 Access to Services and Resources	Associate University Librarian
KRA 4 Space Planning and Environment	Corporate Services Manager
KRA 5 Capability Enhancement	University Librarian

Library

Operational Expenditure: \$11,085,000 (Budget 2010)
Staff: 112.8 FTEs (2009)

Budget 2010

Key Performance Area	FTEs	Personnel Costs	Other Expenditure	Total Expenditure	Income	Net Expenditure	Propn
1. Collection Development and Management	26.4	\$1,585,715	\$95,649	\$1,681,364	\$456,539	-\$1,224,825	11%
2. Networked access	7.7	\$460,796	\$300,601	\$761,397	\$0	-\$761,397	7%
3. Access to services and resources	71.5	\$4,068,357	\$15,029	\$4,083,386	\$155,461	-\$3,927,925	36%
4. Space planning and Environment	1.5	\$87,226	\$4,257,649	\$4,344,875	\$0	-\$4,344,875	39%
5. Capability Enhancement	5.8	\$348,905	\$477,072	\$825,978	\$0	-\$825,978	7%
TOTAL	112.8	\$6,551,000	\$5,146,000	\$11,697,000	\$612,000	-\$11,085,000	100%

The 2010 budget was set using a forecasting model in June 2009. It was based upon the following assumptions:

- Increase of 3.5% for personnel costs
- Increase of 4.1% for facilities charges (space)
- Increase of 6% for depreciation

Budget 2009

Key Performance Area	FTEs	Personnel Costs	Other Expenditure	Total Expenditure	Income	Net Expenditure	Propn
1. Collection Development and Management	26.4	\$1,536,908	\$96,185	\$1,633,093	\$464,073	-\$1,169,020	11%
2. Networked access	7.7	\$442,461	\$302,285	\$744,746	\$0	-\$744,746	7%
3. Access to services and resources	71.5	\$4,157,143	\$15,113	\$4,172,256	\$158,027	-\$4,014,229	36%
4. Space planning and Environment	1.5	\$84,864	\$4,281,501	\$4,366,364	\$0	-\$4,366,364	39%
5. Capability Enhancement	5.8	\$321,896	\$479,745	\$801,641	\$0	-\$801,641	7%
TOTAL	112.8	\$6,543,271	\$5,174,829	\$11,718,100	\$622,100	-\$11,096,000	100%

1. Collection Development and Management

Operational (2010 Budget)	\$1,681,364
Capital (2009 Budget)	\$7,445,000
Staff FTE (February 2009)	26.4

Key Performance Area

1. Collection Development and Management

Develop and manage the library collection in order to support the research, scholarship and teaching goals of the University, recognising the particular research and development needs of the University's Māori community

Strategic Goals

Collection Development

The Library will fully support the University to achieve and maintain its status as a top teaching and research university by enriching its research resources and by continuing to develop relationships with both Maori and non-Maori academics to ensure that the collection is closely aligned to their respective areas of teaching and research, thus raising the research profile of the University of Canterbury nationally and internationally.

Collection Management

Implement best practices for budget management, collection evaluation, storage management, and catalogue management and take account of tikanga with regard to the management of Māori collections and heritage materials (Taonga).

Responsibilities/Outputs

- 1.1 Select, acquire, catalogue, process items for the collection
- 1.2 Manage the collection budget
- 1.3 Negotiate licence contracts for digital information
- 1.4 Pursue collaborative purchasing initiatives, both nationally and internationally
- 1.5 Publish digitally UC research outputs and significant items from the collection
- 1.6 Understand and meet the requirements of Māori seeking access to Taonga

Strategic Activities for 2010

1.7 Review print and electronic serials holdings

Serials subscriptions will be reviewed to bring the projected serials expenditure for 2011 into line with the amount budgeted. As part of this process, unnecessary duplication will be eliminated and electronic will be substituted for paper where possible.

KPIs

- 2011 serials budget meets University target
- Some duplication eliminated
- Electronic substituted for paper where possible

Risks

- Inadequate staff time
- Exchange rate will deteriorate further
- Academics will be resistant to cutting serials
- Forward purchasing of foreign exchange will be inadequate
- No clear means of eliminating duplication will be evident
- Move to electronic will be thwarted by lack of funding.

1.8 Improve collection description and evaluation

For 2010 identified priorities are to catalogue the Warehouse material and the music material currently stored in the Special Collections Room comprising material donated by Brian Douglas and the UC Music Department.

KPIs

- Cataloguing of warehouse monographs is completed.
- Music materials are processed

Risks

- Other projects consume staffing resource at the expense of warehouse cataloguing
- Insufficient music cataloguing resource is available

1.9 Investigate and implement outsourcing

Priorities for 2010 are to trial shelf-ready materials with YBP and to work with a New Zealand vendor to establish a blanket order for NZ and Pacific materials.

KPIs

- Self-ready service is implemented with one vendor
- Profile for purchase of NZ/Pacific material is completed
- Tender process for supply of NZ/Pacific material is completed
- Business is placed with supplier who wins tender

Risks

- Quality of cataloguing and processing services fails to meet agreed standards
- Agreement is not reached over the profile details

1.10 Digitise selected collections

The digitisation of UC's PhD theses is a priority for 2010. Will digitise 200 glass plate negative to archival standards for preservation purposes and begin scoping a joint digitisation project with Ngai Tahu.

KPIs

- PhD theses are digitised and deposited in UC Research Repository
- Glass plate negatives are digitised
- A joint project with Ngai Tahu is scoped

Risks

Retrospective thesis digitisation:

- Size of project is underestimated
- Theses that can't be de-bound are more numerous than expected.
- Funding is not available – capital funding declined November 2009 – to be funded from Library's operational budget
- Loss of or damage to items

Complete 200 glass-plate negatives

- Funding is not available
- Suitable service provider can not be found
- Loss of, breakage or further damage to items (whilst in transit, poor handling, storage in inappropriate conditions)

2. Networked Access

Operational (2010 Budget)	\$761,397
Capital (2009 Budget)	\$355,000
Staff FTE (February 2009)	7.7
Key Performance Area	

2. Networked access

Provide expert and innovative support to ensure the Library digital presence is maintained and enhanced.

Strategic Goals

Library Management Systems and Website

Upgrade and maintain library systems to ensure access meets teaching and research needs, and integrate with other MIS systems on campus.

Library Resource Access

Encourage best use of library resources by improving access, harvesting and integration of services including databases, outputs and web services. The Library's online services utilise Te Reo Māori to enable staff, students and researchers to access resources and services.

Responsibilities/Outputs

- 2.1 Upgrade and maintain library systems to ensure access meets teaching and research needs, and integrate with other MIS on campus
- 2.2 Provide access to library resources and services via the web.
- 2.3 New and existing digital collections are made accessible through integration into the web.

Strategic Activities for 2010

2.4 Improve the Library Management System

Make the required changes to the library management systems to support new strategic initiatives including the implementation of the review of high demand material, outsourcing, offsite storage and electronic invoicing.

KPIs

- Electronic invoicing is available for selected vendors
- Horizon provides support for changed workflows

Risks

- Horizon is unable to be modified to provide services
- Too much local customisation will make upgrades to Horizon difficult or unsupported

2.5 Implement an archive management system

Investigate, select and install an archives management system in order to provide enhanced management and access to the Library archival collections

KPIs

- Archive Management system is providing enhanced management and access to archival collections.

Risks

- Available systems will not meet the needs of the Macmillan Brown Library
- Funding for software not available – capital funding request was declined, November 2009.

2.6 Review the management and access to digital objects

In conjunction with the archive management system, review the management and access to digital objects. It is hoped to implement any change in 2011 but the choice of an archive management system may require an earlier implementation.

KPIs

- Digital object management will integrate with any new archive management system
- Recommended solutions will allow users to access digital objects in the most appropriate way

Risks

- Current digital object management does not integrate with any new archive management system

2.7 Introduce unmediated interloans

Investigate software options to facilitate unmediated interloans for users and ways of implementing these options.

KPIs

- Users have access to unmediated interloans

Risks

- Preferred solution will not integrate into our current systems or our large suppliers
- Users may prefer the current interloans system
- Volume of interloans may go up, increasing costs.
- Funding not available for software – Capital funding application of \$50,000 was approved, November 2009

2.8 Integrate new or improved services into the Library Web

Determine the university strategic direction with the Web in the areas of both Web 2 and Web 3 technologies, including the place of social networking sites such as Facebook, new developments in semantic searching, widgets, and the possible integration of services such as LibraryThing, Chilli Fresh and other services.

Investigate ways to provide opportunities for the enrichment of our collections by users and Library staff including tagging, correcting, reviews etc.

KPIs

- Library has integrated appropriate web technologies into services

Risks

- Users may not want or use the new services

3. Access to Services and Resources

Operational (2010 Budget)	\$4,083,386
Capital (2009 Budget)	0
Staff FTE (February 2009)	71.5

Key Performance Areas

3. Access to services and resources

Provide easy and extensive access to the Library's content and services in order to support the research, scholarship, and teaching goals of the University.

Strategic Goals

Information Services

Targeted information services will be supplied to postgraduate and research staff.

Information Literacy

Information literacy programmes will be integrated into all University learning options.

Access to Library services and resources

Library services and resources will complement and support the University in its position as University of choice for all students (including specific user groups such as Maori, Pasifika, external students, mature students, students who work, students with disabilities etc.)

Outreach and communication

Continuously improve the Library's communications with all users

Responsibilities/Outputs

- 3.1 Deliver desk services (lending, reference, help, equipment services) that assist students to use the Library and its information resources
- 3.2 Provide extended opening hours
- 3.3 Contribute to national collaborative lending initiatives
- 3.4 Deliver assistance with accessing information resources through web pages, portals and information literacy classes, both face-to-face and online
- 3.5 Provide one-on-one consultations with academic staff and research students and liaise with academic staff to assist with PBRF verifications and encourage deposit of material in the UC Research Repository
- 3.6 Communicate regularly and well with Library users
- 3.7 Maintain a programme of displays and exhibitions to show-case Library materials

Strategic Activities for 2010

3.8 Seek opportunities to introduce new services that will develop access to and use of resources for teaching, learning and research

Strengthen links with the Post-Graduate Office and other University service units to provide an integrated service. Promote the use of unpublished resources.

KPIs

- Links with the Post-Graduate Office are established and Library staff participate in seminars and workshops
- An online guide to primary resources is created

Risks

- No response from the Post-Graduate Office
- No appropriate platform for the online guide is found

3.9 Customer service excellence

Create a Library Client Service Charter document

KPIs

- Library Client Service Charter promulgated and adopted

Risks

- Library staff do not buy into the Library Client Service Charter

3.10 Opening hours

Reassess opening hours in all libraries. Investigate 24 hours access to Central Library, Levels 2 and 3.

KPIs

- decision is made about opening hours
- opening hours are sustainable within the Library budget

Risks

- opening hours do not meet the needs of the student body
- costs associated with longer opening hours are too high
- 24 hour opening not supported by students

3.11 Impact of Learn (Moodle) on library services

Investigate how the library can use it and how we contribute to academic use of it communicate to academics how the library can assist

KPIs

- Library supports academics linking to and accessing reserve materials via LEARN
- Library staff on the public desks are trained to help students with LEARN

Risks

- system upgrades of the LEARN software may demand too many changes to Library generated LEARN resources
- academics do not want library staff in their teaching space

3.12 Implement recommendations from 2009 review of high demand materials

(see 2009 Plan, 2.11)

KPIs

- The content, context and delivery of high demand materials and services are determined for the future, this needs to be done in the light of 3.11

Risks

- review does not recommend changes
- recommendations of review are not feasible

3.13 Implement recommendations from 2009 review of library teaching programmes

(see 2009 Plan, 2.9)

KPIs

- The future direction of the library teaching programme is determined, this needs to be done in the light of 3.11

Risks

- review does not recommend changes
- recommendations of review are not feasible

3.14 Future strategic direction and focus of MB to be determined.

Formulate a plan by June 2010 that establishes the future direction of MB to fit with the UC strategic vision and to facilitate greater access to the content held in and the services provided by the MB Library.

KPIs

- Scenarios are outlined and key stakeholders are consulted. Decisions are made on the future direction in light of the various scenarios.
- A plan is formulated.
- MB Library policy documents are rewritten to reflect any new focus.
- Actions are taken in response to the determination of the new focus and strategic direction for the MB Library

4. Space planning and Environment

Operational (2010 Budget)	\$4,344,875
Capital (2009 Budget)	\$60,000
Staff FTE (February 2009)	1.5

Key Performance Area

4. Space planning and Environment

Provide an environment that promotes and supports teaching and learning, and research.

Strategic Goals

The Library will provide an attractive, flexible, multi-functional and welcoming learning environment for students, with Te Ao Māori (Māori World View) reflected in the physical and virtual environment of all our libraries. The Library will plan and review space requirements on an ongoing basis, with special attention paid to consolidation needs.

Responsibilities/Outputs

- 4.1 Plan and review space requirements on an ongoing basis
- 4.2 Provide an attractive, flexible, and welcoming learning environment for students.
- 4.3 Manage library spaces and facilities to ensure they are best utilised and maintained.

Strategic Activities for 2010

4.4 Physical Sciences/Engineering:

Implement decision to merge Physical Sciences Library with Engineering Library.

KPIs

- Stage 1 of merged libraries completed by semester 1, 2010.

Risks

- Lack of funding to achieve strategic objective.

4.5 Storage:

Implement commercial off-site storage to free up space for expansion of collections.

KPIs

- Relevant stock moved to off-site storage.

Risks

- Lack of funding to achieve strategic objective.

4.6 Central Library:

Participate in University plans to redesign Central Library.

KPIs

- Plans for redesign are completed.

Risks

- Lack of funding to achieve strategic objective.
- UC priorities alter.

4.7 Macmillan Brown Library:

Install environmental controls in Level 1 storage areas.

KPIs

- Environmental controls installed.

Risks

- Lack of funding to achieve strategic objective.

4.8 Education:

Merge teaching rooms on Level 2 to become technology-enriched learning spaces.

KPIs

- Rooms in Education Library merged into a space more fit for purpose.

Risks

- Lack of funding to achieve strategic objective.

4.9 Law:

Construct group discussion room on Level 3.

KPIs

- Group discussion room completed.

Risks

- Lack of funding to achieve strategic objective.

5. Capability Enhancement

Operational (2010 Budget)	\$825,978
Capital (2009 Budget)	?
Staff FTE (February 2009)	5.8

Key Performance Areas

5. Capability enhancement

Undertake effective planning and development of the Library and its staff, and to work in partnership with external organisations

Strategic Goals

Recruitment and organisation of staff

The Library will recruit and deploy staff to support the achievement of the University's goals

Staff development and motivation

The Library will maximise the potential of staff and reward them for their effort, excellence and innovation in line with the vision of the University

External relationships

Investigation and/or initiation of collaborative opportunities both locally and nationally

Library budget

The Library will have budget processes that ensure the Library's resource needs are addressed and the Library operates in a fiscally prudent way.

Responsibilities/Outputs

- 5.1 Continue to produce Library strategic, operational, and staffing plans, and an annual report by the required dates
- 5.2 Follow the UC policies and procedures that will deliver a work environment which provides staff with relevant support and development opportunities, and offers attractive rewards for excellent performance
- 5.3 Build effective and mutually beneficial relationships with other libraries.

Strategic Activities for 2010

5.4 Process re-engineering

Review staffing across all services, looking particularly at digitisation management structure and processes in Collection Services.

KPIs

- Staffing levels and placement are adjusted to fit with needs following a review from a consultant
- Library processes are reviewed and adjusted as appropriate
- A management structure for digitisation within UC Library is implemented

Risks

- No suitable consultant is available and/or affordable

5.5 More effective delivery on planning goals and objectives

Setting priorities and regular departmental planning

KPIs

- Library planning priorities are reflected in budget decisions
- Library departments develop plans to fit within the Library's plan.

Risks

- Budget is inadequate to deliver on the Library's goals and objectives

- Library departments do not develop plans

5.6 Technology skills to deliver to and support users

Develop skills in existing staff, and select staff with these skills already.

KPIs

- Recruitment and development opportunities reflect identified technology skills required

Risks

- No suitable courses available

5.7 Staff development

Construct a plan that encourages continuous improvement in knowledge and skills appropriate to the position and, where appropriate, aligned to Professional Registration. Focus also on the development of Te Reo skills amongst Library staff.

KPIs

- A coherent staff development plan for library staff is developed which includes te reo and tikanga skills
- Maori staff recruitment is improved and more Maori staff are employed

Risks

- There are no Maori applicants who meet the criteria of positions advertised as available in the Library

5.8 Insurance

Review Collections insurance

KPIs

- Collections insurance is reviewed

Risks

- Insurance proves too expensive to maintain

5.9 Community engagement

Develop a strategy for increasing University community engagement with the Library to support research and learning throughout the University.

KPIs

- A strategy is developed and implemented.

Risks

- No-one is interested in engaging with the Library outside normal services.