Library Strategic Plan
2016–2020

University of Canterbury Library

Purpose of this plan

The *Library Strategic Plan 2016–2020* sets out the University of Canterbury (UC) Library's goals for the next five years. Focusing on these goals will allow us to embrace the challenges of the changing library environment and lead our students and academics into a new era of interconnectedness and intellectual opportunity.

This plan aligns both with UC's vision of people prepared to make a difference – tangata tū, tangata ora and with *UC's 2015–16 Plan*.

Our strategic goals

1. Improve the library experience (KRA1)*
2. Support learning and teaching (KRA1-2)
3. Engage our staff (KRA3)
4. Enhance research (KRA4)
5. Connect and collaborate (KRA5)
6. Be a cultural centre (KRA6)
7. Manage our resources wisely (KRA7)

Note: The KRAs refer to the UC Plan 2015-16

Our changing environment

Currently, academic libraries worldwide are going through significant changes and planning how to adapt to new challenges and opportunities. Challenges include rapid advancements in technology as well as transformations in learning, teaching and research. New opportunities include just-in-time purchasing models, open access, data management and a focus on unique collections.

Increasingly, the emphasis is on giving people more access to information and helping them use it better by providing tools, spaces and expertise. Support for learning and teaching now includes improving pedagogical literacy, in addition to information and digital literacy. Libraries are also playing an increasing role in the research lifecycle, including open publishing and using metrics to measure the impact of published research.

To support learning, teaching, research and innovation, our Library currently provides a range of services, resources and expertise. These include:

- information resources
- reference and information services
- digital literacy programmes
- e-learning support and academic liaison
- research support, including repositories
- Māori and Pacific support
- heritage collections.

UC is focused on enhancing the student experience and recovering student numbers. Our Library has a major role to play in supporting student engagement (which is strongly linked to academic success) by providing innovative spaces for researching and learning.

We are wholeheartedly committed to Rautaki Whakawhanake Kaupapa Māori, UC's Strategy for Māori Development. We will continue to curate and develop our collections of material from Ngāi Tahu and other iwi, and let our various communities know about these. We will also continue to develop our staff's ability to provide support that is culturally appropriate and acknowledges indigenous systems of knowledge.

Strategic Goal 1: Improve the library experience

Student engagement and academic success are strongly connected. We aim to increase student engagement by improving their experience of our services, spaces and information resources.

Students and other Library users want spaces, tools, interfaces, resources, and services that meet their needs. They expect our resources to be intuitive, integrated and transparent. They want our tools to work on mobile devices and to help them look for information in ways that suit them.

As a result, we need to provide caring, integrated services that cater for a wide range of people and learning styles. We need our services to be easy to access and available anywhere, anytime. We need to be a gateway to networks of specialist expertise.

We can extend the profile, reach and effectiveness of the Library by extending services into different physical places and online spaces.

Our Library space and services have been transformed since the earthquakes. We will continue to provide the most highly used informal learning spaces on campus and be a one-stop-shop that supports people's learning.

By 2020 we aim to:

- provide and promote caring and integrated services and spaces for our students that help them engage and learn
- provide easy access to relevant information resources
- ask our students what they want our physical and digital spaces to look like and how they want them to work
- provide vibrant, attractive, adaptable, fit-for-purpose physical and digital spaces that help users connect with each other and that reflect bicultural Ōtautahi and our place in the Pacific
- take the Library to our community in different places and spaces
- be valued as a 'place of choice' for expertise, study, research and resources
- adopt technologies that improve the library experience
- increase the visibility and discoverability of the Macmillan Brown collections and services, and promote these as taonga for the Library and UC.

Strategic Goal 2: Support learning and teaching

As an academic library, learning, teaching and research are our reason for being and reside at the heart of all that we do. Successful learning environments involve complex interactions between space (physical and virtual), pedagogy, technology and culture. We have a leading role to play in developing skills, technology and spaces, and supporting academics and students to succeed in a constantly changing environment.

We will continue to support the Learning and Teaching Plan, as well as the UC e-Learning Programme (which will be developed during 2016 and delivered in multiple projects over the next four years).

We enable learning by:

- providing students and academics with information specific to their disciplines
- supporting the tools and techniques they need to discover, store, manage, share and reuse that information.

We facilitate teaching by:
- supporting and developing the University's online learning environment
- supporting the use of online and blended teaching methods and technologies
- supporting lecturers to develop their pedagogical literacy
- modelling and sharing best practice in learning.

We recognise that learning and teaching take time and personal investment. We help students get the most out of their study by:
- providing great spaces for individual and group learning (both virtual and physical)
- engaging with students in their learning
- actively engaging with lecturers in their professional development.

We use the UC Graduate Profile to tailor our services and the practice of our staff.

By 2020 we aim to:

- actively contribute to the e-Learning Strategy and the e-Learning Programme
- ensure knowledge resources are widely used in learning and teaching
- actively support students and staff to achieve the UC Graduate Attributes
- personalise learning experiences
- actively build relationships and provide appropriate teaching and learning services to Māori staff and students
- continually refresh our understanding of learning and teaching needs by talking to our users and watching what's happening in the learning and information environment.

Strategic Goal 3: Engage our staff

He aha te mea nui? He Tangata. He Tangata. He Tangata.
What's the most important thing? It is people, it is people, it is people.

Our staff are what make our services outstanding. Our empathy, knowledge, professionalism and daily practice set our services apart from other universities. We are focused on the needs of our community and are knowledgeable about:

- information ethics and management
- digital environments
- information systems
- preservation and conservation
- pedagogy
- Māori and indigenous knowledge.

We strive for bicultural competence and confidence. We want to understand and work alongside Māori and Pākehā alike, both to support the UC Graduate Profile and to provide high-quality services to our community. We acknowledge our special relationship with Ngāi Tahu as tangata whenua.

The Canterbury earthquakes of 2010–2011 have taught us how to be resilient, and we're now better prepared to respond to and lead change. As part of Learning Resources, we've begun to move to a more constructive organisational culture. We want staff to have faith in their own abilities and take personal responsibility for their work, regardless of their level or position. We want staff to:

- develop a 'can-do' attitude
- focus on doing things well
- take pleasure in being helpful
- have an understanding of Tikanga Māori and the relevance of the Treaty of Waitangi to the Library and the University
- be open, friendly and sensitive to others.

By 2020 we aim to:

- be culturally confident and competent in a bicultural Aotearoa and a multicultural world
- have a constructive culture in which staff take pride in delivering high-quality services
- be leaders of change — prepared to create new value and respond to challenges
- develop an environment within the Library where Māori staff can succeed and grow
- be the employer of choice for a diverse and skilled workforce.

Strategic Goal 4: Enhance research

Library resources, infrastructure and training are fundamental to creating new knowledge and improving the reputation and ranking of UC research. As the research environment and needs of researchers change, we also need to evolve. We will work together with researchers to understand their needs and ensure our services are appropriate.

We provide access to the information resources and unique heritage materials that are vital for research. We provide skills training and tools, and share our knowledge of scholarly publishing to help researchers complete and publish their work efficiently. And we continue to work with academic staff and postgraduate students to better manage and curate UC's research outputs and make them accessible to the world.

We are increasingly involved in research-data management, open-access publishing, citation analysis, and improving access to research through metadata and better infrastructure.

By 2020 we aim to:

- support UC researchers throughout the research lifecycle
- increase the visibility, use and impact of research outputs
- develop services and support for research-data management
- lead national and international collaboration to improve access to innovative research and knowledge — including the development of a National Research Data Resource
- foster collaboration to encourage research across our community — including providing access to the collections people need to research indigenous topics.
- Create new knowledge through our unique and heritage collections

Strategic Goal 5: Connect and collaborate

Globally, universities are aligning their strategies to make the most of innovations in higher education. At UC Library, we connect and collaborate with national and international libraries, organisations and communities through a range of initiatives. These include bibliographic, sharing and purchasing collaborations. Like this, we connect the UC community to other libraries and communities around the world.

Library information resources are expanding rapidly while resourcing remains finite. Inter-institutional collaboration is essential to ensure our users have the best possible access to materials and services.

Collaboration will help us provide a seamless, holistic service that supports and anticipates the needs of our users.

By 2020 we aim to:

- connect to our communities and become a trusted partner
- communicate well with our communities and with libraries around the world
- understand the changing needs of our communities
- collaborate locally, nationally and globally.

Strategic Goal 6: Be a cultural centre

Libraries are places where people can feel they belong and are listened to. Our library is a cultural centre, where many cultures meet and many languages are spoken.

As well as supporting academic study, we have an important role as protectors of cultural knowledge and taonga. We curate and share these collections to get people talking and to empower individuals, whānau and communities. We play a vital part in UC's role as the critic and conscience of our society.

Our librarians help people explore culture. They help people find exactly what they're looking for, but they also help them discover things they didn't know they needed. People value and trust our librarians for this approach — it lets them enjoy our library as a place to be immersed in their own and others' culture.

Through smart technologies, we will take UC's knowledge and values to the communities we connect with around the world.

Helping all students to critically engage and evolve through knowledge enables them to contribute to society and build information rich communities.

By 2020 we aim to:

- embed bicultural practice in all that we do
- support equity and celebrate diversity
- nurture communities in their pursuit of cultural knowledge
- help people feel confident to be themselves and to make a difference.

Strategic Goal 7: Manage our resources wisely

Methods of scholarly communication are changing rapidly. How content is produced and disseminated is increasingly complex, and the needs of our researchers are increasingly sophisticated.

We must be able to acquire all types of material and use a wide range of suppliers. Information is increasingly born digital, so we must be able to acquire and manage born-digital materials. To do so effectively, we must be able to identify, order and pay for the full range of materials with routine procedures.

Moving to open-access publishing, where researchers pay to publish specific articles, rather than institutions purchasing subscriptions to published material, will be a serious challenge during the transition.

We must also make sure that our users have the best possible access to our information, regardless of format. And we must ensure they get the best value from that information by helping them understand and apply it.

Our resources also include technologies (such as RFID), furniture, shelving and other materials needed to deliver library services and preserve our collections.   All our resources need to be managed prudently.   We need to develop better ways to measure the value and impact of Library services and to benchmark this across similar organisations.

By 2020 we aim to:

- provide our users with cost-effective access to relevant information whenever they need it
- support open access publishing
- maximise the value of our physical and digital heritage collections
- use technology to work more efficiently and ensure the quality and ethical use of our information
- develop the infrastructure to properly store and preserve material, both digital and physical, for current and future use
- ensure the effective and efficient use of our resources and that outcomes are measured and benchmarked appropriately
- ensure our physical and digital spaces evolve to meet the changing needs of students
- build risk management into our processes.

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