

UNIVERSITY OF SUSSEX

LIBRARY

STRATEGIC PLAN 2006-2009

University of Sussex Library

Strategic Plan, 2006-2009

Contents

1.	Executive Summary	3
2.	Introduction	4
3.	Mission statement	5
4.	Values	5
5.	Critical issues	5
6.	Planning assumptions	5
7.	Key goals	6
7.1	Improving the student experience	6
7.2	Achieving excellence in learning and teaching	7
7.3	Supporting research	9
7.4	Promoting innovation and enterprise	11
7.5	Ensuring effective management and planning	12
7.6	Developing our staff	13
8.	Issues requiring attention outside the Library's control	15
9.	Glossary	16

1. Executive summary

The Library's Strategic Plan provides the framework within which the Library will deliver and develop its services over a three-year period from January 2006. It represents a continuation of the Library's programme of change and development of recent years.

This plan is a living document. It will be reviewed and updated regularly.

Key goals 2006-2009

- *Re-design and rationalise service points on the ground floor of the Library building to use staff more efficiently and offer a better range of services at evenings and weekends. A re-design will require a one-off sum of money. This is a priority issue without which much of the rest of the Strategic Plan cannot be implemented.*
- *Further Increase self-service borrowing facilities to reduce queues at service points.*
- *Continue to offer longer evening and weekend opening hours in response to demand if funding is available.*
- *Continue the transition to electronic-only delivery of information in response to users' rising expectation of fast and convenient access to information, to further reduce processing costs and to reduce pressure on space. More use of the HERON digitisation initiative. Library to evaluate proposal for E-only provision where available, possibly linked to the University's new E-Learning strategy.*
- *Improve the availability of compulsory course readings in collaboration with academic departments. Explore technological options to improve access e.g. e-books, digital reserve.*
- *Explore with the University how the information needs of researchers can be met in the context of a declining Library budget in real terms. Aim to build better collegial relationships with research faculty and develop a system for evidence-based decisions on future expenditure, particularly regarding E-journal provision.*
- *Further develop and improve the Collection Management Policy to ensure that it provides clear direction and support for all strategic initiatives.*

2. Introduction

We published our first Strategic Plan in May 2004 following a radical restructuring of the Library and its services.

This first Plan, which was developed following comprehensive consultation, took account of the University of Sussex Corporate Plan and established key goals for the Library to ensure that it was fit to provide an efficient and effective service in support of the University's mission.

From the outset we agreed that the Library's Strategic Plan was to be a living document which we would review regularly in the light of changing circumstances.

This new Strategic Plan for 2006-9 continues to reflect our original vision for the Library. It also takes account of further staff restructuring following a substantial and unexpected cut in our overall budget. As a result of this, we have re-examined the way we deliver our services. We now provide discrete support for learning and teaching, and research respectively, but no longer have a team of dedicated subject specialist librarians.

The new structure has been in place only since September 2005 so it is too early to tell how effective it will be. Anecdotal evidence is so far encouraging. We shall build on this successful start over the months and years to come.

We have not had the resources to carry out a full blown consultation exercise this time. In any case, in the past two years we have worked hard to improve the ways we communicate with colleagues in other parts of the University, both formally and informally, and we believe that we now understand better what they need from us to support their work.

As ever we are keen to receive comments on this Plan. We expect to modify it in the light of the School Plans and shall use it as the basis for our submission to the Annual Planning Round.

Note:

The budgetary implications of this plan will be elaborated in the Library's annual budget submissions.

Deborah Shorley
Librarian
December 2005

3. Mission statement

We are dedicated to delivering high quality, innovative information services, which contribute to the successful learning, teaching and research of the University and the community.

4. Values

We will achieve our mission through:

- Being user-centred
- Developing our staff
- Respecting each other and our users
- Fostering creativity
- Demonstrating our professionalism
- Being adaptable and open to change

5. Critical issues

A number of issues will influence the delivery and development of Library services over the next three years.

- 5.1 *Users' rising expectations of fast, convenient access to information, particularly given the increasing use of ICT in learning, teaching and research*
- 5.2 *Providing services flexible, accessible and robust enough to meet the needs of an increasingly diverse and demanding student population and of large group teaching*
- 5.3 *Achieving a balance between support for learning, teaching, and research, given a declining Library budget*
- 5.4 *The development of new forms of scholarly communication to moderate the growing cost of accessing published research*

6. Planning assumptions

The following factors will affect the implementation of this plan.

- The overall Library budget is likely to decline in real terms
- The need to ensure expenditure on salaries does not exceed 50% of total budget as far as possible given unavoidable increases.
- The Library will remain in its current building

- Any internal alterations to the Library building, including the alteration of internal fixtures and fittings must take account of its status as a listed building

7. Key goals

The strategic areas in this Plan mirror the University's most recent (2001) *Corporate Plan*.

7.1 Improving the student experience

Key achievements 2002-2005

- Self-issue facilities introduced to extend users' choice about how and when they borrow
- Opening hours extended during academic year 2003/04
- Library newsletter introduced
- Library guides re-designed
- Audiovisual collection made directly accessible by users
- Introduction of self-return facility and earlier term-time opening
- Reduced the length of time to order and receive books
- Increased the number of photocopiers available to the maximum possible
- Increased the number of self-service machines available
- Provided self-service booking for items in high demand
- Provided public access to the courtyards within the Library building
- Provided status monitoring for all IT and photocopying equipment
- Completed extended opening hours pilot and implemented findings
- Improved Library signage to make services, facilities and resources easier to find

Short-term goals to be achieved during 2005-2006

Goal	Completion Date	Lead section/group responsible
Priorities		
7.1.1 Improve access to compulsory course readings	October 2006	Learning and Teaching Support
7.1.2 Improve the speed and accuracy of re-shelving Library stock	On-going	Lending Services
7.1.3 Provide audiovisual viewing and listening facilities beside the audiovisual collection	Dependent on re-design of ground floor	Lending Services/ Administration/Library Systems
7.1.4 Enable users to view details of their library accounts from Sussex Direct without additional login	October 2006	Library Systems/Technical Development

Longer-term goals

Goal	Lead section/group responsible
Other goals	
7.1.5 Reduce the number of separate collections and simplify the layout of the collections	Academic Liaison/Library Resources
7.1.6 Explore feasibility of introducing online/self-service payment of fines for late return of borrowed items	Library Systems/Administration
7.1.7 Develop a policy to govern the implementation of Library regulations	Information Services/Administration

7.2 Achieving excellence in learning and teaching

Key achievements 2002-2005

- Collection Management Policy developed to ensure more effective management of the collections
- Electronic Library accessible to all University staff and students off-campus
- New budget model for acquisition of library resources (books, journals, etc.) to reflect teaching and research strengths of individual University departments and units
- Introduced web-based tutorial: InfoSuss (www.sussex.ac.uk/library/infosuss/index.shtml)
- Further enhancements made to the Library resources budget model to provide increased transparency and clarity for departments
- Improved group study facilities

- Provided wireless network access throughout the Library
- UK Libraries Plus membership - improves access to materials for part-time students

Short-term goals to be achieved during 2005-2006

Goal	Completion Date	Lead section/group responsible
Priorities		
7.2.1 Review and develop InfoSuss	October 2006	Learning and Teaching Support/Technical Development
7.2.2 Review effectiveness of procedures for processing reading lists	May 2006	Library Resources
7.2.3 Devise criteria for removal of under-used stock then implement	October 2006	Learning and Teaching Support
7.2.4 Agree policy with academic departments for management of reading list resources	May 2006	Learning & Teaching Support
7.2.5 Provide training in research methods for research students	On-going	Special Collections/ Academic Liaison
7.2.6 Evaluate training in research methods for research students	June 2006	Learning and Teaching Support
Other goals		
7.2.7 Provide clearer information for academic staff on how to suggest information resources (books, etc.) for purchase	July 2006	Academic Liaison
7.2.8 Provide core electronic information resources in consultation with academic departments and according to specific criteria	October 2006	Academic Liaison/ Technical Development
7.2.9 Add records for electronic journals to the catalogue	December 2006	Library Resources

Longer-term goals

Goal	Lead section/group responsible
Priorities	
7.2.10 Develop more focussed programme of student library induction and information skills training which is embedded in course curricula as far as possible	Academic Liaison

Goal	Lead section/group responsible
Other goals	
7.2.11 Increase Library involvement in new course planning	Learning & Teaching Support
7.2.12 Improve Library liaison with all academic staff and develop mechanisms for liaising with new academic staff	Academic Liaison
7.2.13 Increase Library representation on University Committees	Librarian - Defer until new University of Sussex Committee structure is in place
7.2.14 Assess the needs of part-time students	Academic Liaison/Lending Services
7.2.15 Collaborate with the Teaching & Learning Development Unit, IT Services and academic departments on the University's e-learning initiatives	Academic Liaison

7.3 Supporting research

Key achievements 2002-2005

- New research collections acquired using insurance settlement from destruction of Library resources in the Lewes flood of 2000¹
- Library becomes member of library access scheme for researchers². University academic staff and researchers can now borrow from most UK university libraries
- Number of journal titles available either in print, or electronically, increased to over 9,000
- *Poets and polymaths*, a celebration of the Library's special collections published
- Production of digital teaching materials from the Mass-Observation Archive to support the MA in Life History Research (Teaching and Learning Development Fund)
- Applied for AHRC funding for Mass-Observation meta data project: invited to resubmit 2006
- Participated in the National Preservation Office survey on the condition of special collections in the UK
- Improved storage conditions of collections in compliance with BS5454 (including purchase of freezer, regular monitoring of environment, major tidying of store area)
- Produced new printed leaflet to promote Special Collections
- Acquired MLA national designated status for the Mass-Observation Archive
- Participated in national survey of user satisfaction for archives 2004 and identified areas for development
- Contributed to online national resource networks: Archives Hub (archival collections) and MASC25 (rare books)
- Supported new publications, television projects and commissioned research
- Promoted Special Collections through the University Bulletin and the media

¹ Examples of collections acquired include Early English Books Online, British parliamentary papers from 1801 to the early 1960s and the Institute of Physics electronic journals archive.

² SCONUL Research Extra

- Established dedicated team to provide library support to researchers in the University
- Developed support for bibliographic software (*Endnote*)
- Established new forms of communication with academic faculty

Short-term goals to be achieved during 2005-2006

Goal	Completion Date	Lead section/group responsible
Priorities		
7.3.1 Evaluate usage of electronic resources for research	September 2006	Research Liaison/Technical Development
7.3.2 Carry out scoping studies of less well used Library material	June 2006	Research Liaison
7.3.3 Refine Collection Management Policy	September 2006	Academic Liaison
7.3.4 Develop new system for reviewing journal subscriptions	May 2006	Research Liaison/Library Resources
7.3.5 Review enquiries handling including staff awareness	April 2006	Academic Liaison
7.3.6 Complete pilot BL Secure Electronic Delivery for mediated desktop delivery of articles through the Inter Library Request service	July 2006	Library Resources/Research Liaison/Technical Development
7.3.7 Implement link resolver technology to provide enhanced electronic library search facilities	December 2006	Technical Development
7.3.8 Deliver Institutional Repository of research papers	October 2006	Librarian/Technical Development
7.3.9 Apply for external funding to increase external access to the Mass-Observation Archive	May 2006	Special Collections
7.3.10 Produce preservation policy for Special Collections	October 2006	Special Collections/Disaster Prevention Group
7.3.11 Raise the profile of Special Collections in the University	October 2006	Special Collections/Research Liaison
7.3.12 Evaluate the effectiveness of Special Collections' services	January 2006	Special Collections
7.3.13 Identify new collections for MLA designation	January 2006	Special Collections
7.3.14 Complete project to add records for rare books to Library catalogue	September 2006	Special Collections/Library Resources
7.3.15 Complete phase 1 of digital publishing for the M-OA	September 2006	Special Collections

Goal	Completion Date	Lead section/group responsible
Priorities		
7.3.16 Review Special Collections reprographic services with a view to income generation	September 2006	Special Collections
Other goals		
7.3.17 Introduce a Metasearch facility to enable improved access to e-collections	Funding dependent	Technical Development

Longer-term goals

Goal	Lead section/group responsible
Priorities	
7.3.18 Evaluate the feasibility for e-only provision where available	Library Resources/Technical Development
7.3.19 Increase funding available to support the information needs of researchers by exploring with the University the potential to allocate a proportion of research income overhead recovery charge to this purpose	Librarian
7.3.20 Digitise select collections	Special Collections
7.3.21 Extend opening hours for Special Collections	Special Collections
Other goals	
7.3.22 Explore the potential for collaborative collection development with the University of Brighton	Academic Liaison
7.3.23 Apply for designated status for the Leonard Woolf papers	Special Collections
7.3.24 Develop and implement collection management policies for individual subject areas	Academic Liaison

7.4 Promoting innovation and enterprise

Key achievements 2002-2005

- Funding from Research Support Libraries Programme used to improve and promote Special Collections (archives, rare books and art works)
- Funding secured from South-East Libraries Museums and Archives Council (SEMLAC) to explore feasibility of HE/FE/public library access scheme for learners in Brighton and Hove
- Provided improved display area for internal and external exhibitions

Short-term goals to be achieved during 2005-2006

Goal	Completion Date	Lead section/group responsible
Priorities		
7.4.1 Improve access to electronic resources for 'walk-in users'	October 2006	Technical Development

Longer-term goals

Goal	Lead section/group responsible
7.4.2 Identify sources of external sponsorship and funding for Library services and resources	Library Management Team
7.4.3 Consider means of income generation for the Library	Librarian with LMT

7.5 Ensuring effective management and planning

Key achievements 2002-2005

- New Library staff structure implemented
- Operational Management Group established to ensure effective co-ordination and shared planning between all sections of the Library
- Procedures for managing financial and administrative data improved
- Strategic planning process initiated
- Developed and implemented regular business reporting mechanisms, including performance indicators and budget reporting

Short-term goals to be achieved during 2005-2006

Goal	Completion Date	Lead section/group responsible
Priorities		
7.5.1 Develop and implement project management procedures to include budget and time projections for all operational units	July 2006	Administration/Library Management Team
7.5.2 Minimise the number of separate service points in order to simplify staff rotas and make more effective use of staff time	Deferred: funding withdrawn	Lending Services
7.5.3 Develop effective structure to ensure excellent internal communications and ensure adherence to best practice in our communications outside of the Library	June 2006	Administration
7.5.4 Ensure that the Disaster Management Plan is robust through testing and regular reviews	October 2006	Administration

Goal	Completion Date	Lead section/group responsible
Priorities		
7.5.5 Evaluate effectiveness of current Library Management System in comparison with competitors	October 2006	Library Systems

Longer-term goals

Goal	Lead section/group responsible
Priorities	
7.5.6 Pilot new technologies for stock management and tracking e.g. RFID	Library Resources
Other goals	
7.5.7 Stop using local classification schemes in order to minimise time spent on local classification	Library Resources

7.6 Developing our staff

Key achievements 2002-2005

- Senior manager given responsibility for managing and co-ordinating staff development
- Staff appraisal scheme introduced and embedded
- Staff training group established to manage internal staff training
- Improved staff rotas for service points
- Supported staff who participated in professional education

Short-term goals to be achieved during 2005-2006

Goal	Completion Date	Lead section/group responsible
Priorities		
7.6.1 Develop mechanisms to support staff who participate in professional education	On-going	Administration
7.6.2 Aim to enhance the objective setting process in appraisal through the introduction of competencies	October 2006	Administration
Other goals		
7.6.3 Introduce training programme to further staff understanding of work in different sections of the Library	October 2006	Administration/Faculty Group
7.6.4 Introduce a staff suggestions mechanism	October 2006	Administration

Longer-term goals

Goal	Lead section/group responsible
7.6.5 Consider the feasibility of flexi-time working	Administration
7.6.6 Apply for liP accreditation	Library Management Team

8. Issues requiring attention outside the Library's control

The following issues have a direct bearing on Library services but are dependent on other parts of the University for resolution:

Task	Lead responsibility
Secure funding from the University for the proposals to re-design our ground floor facilities thus enabling the implementation of numerous items on the Strategic Plan	DCS
The lack of IT support for students using PCs in the Library, particularly during evenings and weekends (IT support for students is provided by IT Services)	AH
Poor ventilation in many parts of the Library (responsibility of Estates)	SF
Clear record management policy particularly in relation to the University of Sussex archive	DS
Improving the reward system particularly for junior staff e.g. salary, over-time, bonus etc	SF
Better budget management mechanisms through the implementation of the University's purchase order system in liaison with Procurement	SF

9. Glossary

- Academic Liaison: Learning & Teaching Support and Research Liaison working together
- HERON: A national service for copyright clearance, digitisation and delivery of book extracts and journal articles
- ICT: Information and Communication Technology
- liP: Investors in People
- MASC25: Mapping Access to Special Collections in the London Region
- MLA: Museums, Libraries and Archives Council
- M-OA: Mass-Observation Archive
- RFID: Radio Frequency IDentification
- SCONUL: Society of College, National & University Libraries
- SEMLAC: South East Museums, Libraries and Archives Council