



THE UNIVERSITY OF  
**WESTERN  
AUSTRALIA**

# University Library Strategic Directions 2015 – 2020



# Introduction

**Our aim is to provide innovative and relevant library services to support The University of Western Australia to be a leading global university.**

**This will be achieved through the provision of excellent staff, services, collections and spaces and a focus on the deep understanding of user needs through collaboration and partnership.**

## UWA Library at a Glance

- UWA's six libraries are visited almost 2 million times every year.
- Students utilise nearly 4,000 individual and collaborative study spaces in the six libraries.
- Around 100 Library staff support over 25,000 students and nearly 4,000 academic and professional staff.
- The Library provides employment for over 60 UWA students.
- Expenditure on information resources is around \$10 million annually.

**Cover Image:** Bird's-eye view of the Barry J Marshall Library atrium



The higher education environment continues its rapid pace of change with new technologies, pedagogies, and funding uncertainties disrupting and challenging traditional modes of academic delivery. In addition, the changing nature of information provision presents both opportunities and challenges for university libraries. It's more important than ever that the Library engages pro-actively in re-thinking its role in the digital era and the way in which it delivers services to the University community.

The translation of information into knowledge and ideas lies at the very foundation of libraries. It is envisaged that the Library is not just being a place where information is gathered and accessed, but where ideas are formed, inspired and shared through innovative and engaging physical and digital spaces. The Library aims to contribute to the intellectual, cultural and social life of the UWA community by making the Library a central hub for conversation and collaboration for students, staff, alumni and the wider community.

The development of strategic priorities for the University Library has extensively considered how best to meet the goals and priorities of the broader University. It has involved exploration

of best practice in academic libraries both nationally and internationally, and conversations with the University community about their needs, hopes and wishes for the Library of the future. I am excited about what the future has to offer and confident that the Library's strategic directions in the areas of student experience, leadership in education, internationally-renowned research, community and global engagement and operational excellence will support the University in new and innovative ways

– Jill Benn, University Librarian

## Values

The University Library shares the University's core values and reinforces them through our staff and activities. In particular, the Library is characterised by a strong commitment to:

- **Collaboration** with our campus partners to foster positive student experiences, transformative teaching and learning, and world-class research.
- **Efficient** and **responsive** staff and services with a focus on **innovation** and continual improvement.
- Providing flexible **access** to spaces, services and collections that enable our users to stay **connected**.

# Almost 3 million searches were conducted in OneSearch in 2014

**‘Overall UWA libraries provide a lot to me. They give me a quiet place to study, a convenient and comfortable place to meet friends and fellow students, advanced IT resources, useful print resources and friendly help and advice when I need it. The libraries have been indispensable throughout my studies at UWA.’**

*-Postgraduate Medicine student*



## 1. Student Experience

A positive student experience contributes significantly to student recruitment, retention and success in student learning and research. The University Library is committed to providing an excellent student experience and has a key role to play. Our campus libraries are a destination for both academic and social activities and are providers of collections, services and spaces that enhance the overall student journey.

The Library recognises the need to provide relevant and tailored services to students regardless of their Faculty affiliation, whether they are undergraduate or postgraduate, or on-campus or off-campus. Student feedback and involvement in service design and delivery is critical to the success of student initiatives and will play a key role in the delivery of services to students. To enable

students to succeed in their studies and professional careers the Library will continue to provide UWA students with the support and skills to navigate and participate in the increasingly complex digital information landscape. Students rely heavily on the Library’s digital and print collections in support of their teaching, learning and research. High quality library collections are essential for student success. Through innovative, cost effective and evidence-based methods we will ensure UWA students have access to the best possible information resources anywhere and anytime.

The University Library will partner with the Deputy Vice-Chancellor (Education), the Student Guild, Student Services, the Graduate Research School and other areas on campus to develop and support initiatives that enhance the student experience at UWA.

## Strategic priorities

- 1.1 We will develop and deliver initiatives to improve the student experience.
- 1.2 We will provide interactive, flexible and collaborative library spaces balanced with the need to provide quiet spaces for reflection and individual study.
- 1.3 We will support students’ development of the skills needed to succeed at university.
- 1.4 We will engage students in the design and delivery of the Library’s services.

## Measures of success

- Increase student satisfaction with the Library’s services, facilities and staff.
- Increase the quality and variety of online support material available for students.
- Increase the availability of spaces for collaborative and quiet study.

# Over 5,000 students are enrolled in Communication and Research Skills (CARS) each year

**‘For future development I would like to see UWA libraries at the forefront of technological development.’**

*- Undergraduate Science student*

## 2. Leadership in Education

UWA aspires to be recognised as a global leader in education and has developed the Education Futures Vision to direct focus towards the design of transformational teaching practices, learning experiences and environments. The University Library has a key role on campus in the provision of collections, skills, facilities and technologies that support high-quality teaching and learning and is committed to the University’s education strategy and vision.

The Education Futures Vision places an emphasis on providing learning experiences ‘designed to engage students in critical and creative thinking at challenging levels consistent with their course’. In addition information literacy is articulated as one of the University’s Educational Principles. Library staff with professional skills in information science, learning design and information literacy have a key role to play in achieving the Education Futures Vision through initiatives such as the University’s Carpe Diem learning redesign project. Over the longer term we will collaborate with educators to support the development of their students’ information, digital and critical thinking skills.

The University Library will partner with the Deputy Vice-Chancellor (Education), Pro Vice-Chancellor (Education Innovation), Centre for Education Futures, Student Services, Faculties and other areas on campus in the design, delivery and transformation of education at UWA.



### Strategic priorities

- 2.1 We will partner with the University community to design, develop and evaluate services and spaces that best support the University’s education needs.
- 2.2 We will develop high quality, evidence-based collections that support the University’s teaching and learning activities.
- 2.3 We will make it easier to find and access information within the Library’s collections.
- 2.4 We will provide support for learning technologies which underpin the University’s vision for education.

### Measures of success

- Increase the discoverability, usage and satisfaction with information resources and collections.
- Increase the quality and variety of online support material available for teaching staff.
- Demonstrate the positive impact of programs that support students’ development of information skills.

We provide access to roughly 1 million print materials, 800,000 eBooks and 100,000 electronic journals

**‘Role of library is changing and I think they should lead us into innovative solutions to issues...they should not just be seen as a “service” that does what we ask’.**

*- Faculty of Medicine, Dentistry and Health Sciences academic*

### 3. Internationally-renowned Research

The University of Western Australia’s research agenda produces social and economic benefits locally, nationally and internationally. UWA’s Strategic Plan 2014-2020 emphasises the global value of UWA research and aims to maximise the benefits of this research.

World-class research is only possible when backed by world-class services and infrastructure and the Library is committed to developing services, skills, spaces and collections that facilitate research excellence at UWA. We aim to not only be responsive to the changing needs of UWA’s researchers, but proactive in our approach by partnering with the Deputy Vice-Chancellor (Research), Office of Research Enterprise (ORE), Graduate Research School (GRS), Postgraduate Students’ Association, as well as Faculties, research groups and individuals.

The Library has long played a role in the collection and preservation of UWA’s intellectual wealth through the provision of the UWA Research Repository and the development of research publication collections. We will expand on this role by assisting the University to expose its research to the world to maximise its benefit and impact. This will be achieved through an active program of supporting open access initiatives, developing researcher profiles, curating research data sets and implementing international researcher identifiers to link UWA researchers with their published outputs.

### Strategic priorities

- 3.1 We will improve the visibility, accessibility and discovery of UWA’s world-class research.
- 3.2 We will develop collections, innovative services and spaces that support the University’s strategic research priorities.
- 3.3 We will facilitate the development of skills and tools to help researchers navigate and manage information and measure their impact.
- 3.4 We will assist the University in meeting its research reporting and assessment requirements.
- 3.5 We will partner with other research support providers on campus to improve, integrate and develop innovative support services within the research lifecycle.

### Measures of success

- Increase the number and currency of open access publications in the UWA Research Repository.
- Increase discoverability and usage of open UWA publications and data sets.
- Increase satisfaction and participation at the Library’s researcher training/workshops.
- Increase the usage of online support material for researchers.
- Increase access to metrics which measure impact and identify opportunities for collaboration.
- Increase researcher satisfaction with the Library’s services.

# The oldest book in our collection is the Formulary of English Chancery writs in Latin (circa 1350)

**‘It is always a great pleasure to visit the various libraries on campus and find an inspiring and engaging team of people and a terrific learning environment.’**

*- Faculty of Engineering, Computing and Mathematics academic*

## 4. Community and Global Engagement

The University Library serves a broad community consisting of current UWA staff and students, alumni and local community members. In addition, the Library has an external, global reach through reciprocal arrangements, partnerships and consortia. The Library will continue to connect and engage with users so that they can inform and influence the development of services, collections and spaces that are of benefit to the community.

We aim to distinguish the UWA Library from other national and international academic libraries by highlighting our strengths and value to the community through our unique collections, spaces and services.

### Strategic priorities

- 4.1 We will raise our profile and visibility through engagement with the University community about the changing nature of information provision, communication of our successes and demonstration of our impact and value.
- 4.2 We will develop and promote the Library’s unique Special Collections and explore digitisation opportunities where there is a clear benefit to the global community.
- 4.3 We will improve access to the Library’s existing materials relating to Aboriginal and Torres Strait Islander peoples, languages and communities.



- 4.4 We will provide spaces and opportunities for discussions, debates, academic conversations and both UWA and wider community engagement.
- 4.5 We will play an active role in national and international initiatives including the Council of Australian University Librarians, Group of Eight and the Matariki Network.

### Measures of success

- Develop and implement a communication and engagement framework for the Library.
- Increase engagement with national and international library networks.
- Increase the quality and amount of scholarly output by Library staff in the form of conference papers and journal articles.
- Increase the discovery and usage of the Library’s Special Collections.

# UWA Library received the highest overall student satisfaction rating of all Group of Eight Libraries in 2015

## 5. Operational Excellence

The University Library is committed to providing high quality services that provide maximum benefit and value to our community within allocated resources. This will require continual measurement and analysis of activities, operations and in-depth understanding of user needs to inform the Library's decision-making.

We pride ourselves on our high quality staff and services and the student-centric service culture that exists within the Library. World-class Library staff will be supported to perform at a high level through efficient teams, structures and processes, professional development, mutually beneficial partnerships and supportive resources and infrastructure.

To mitigate the impact of ongoing rapid change, we aim to build leadership in continual improvement and exploring innovative approaches to challenges and opportunities.



### Strategic priorities

- 5.1 We will value evidence-based practice and demonstrate a focus on measuring, analysing and evaluating the Library's services, staff and spaces to foster innovation and continual improvement.
- 5.2 We will develop greater flexibility and agility in the Library's organisational and technical structures to enable efficient, streamlined processes.
- 5.3 We will partner with other areas across the University in the development of systems and processes that support high performance and continual improvement at UWA.
- 5.4 We will ensure the Library budget provides the most value to the University and is aligned with the University's strategic goals.
- 5.5 We will increase Library staff expertise and leadership capacity.
- 5.6 We will partner with other academic libraries where there is clear benefit for the University.
- 5.7 We will attract, retain and develop high-quality staff by providing a positive working environment.

### Measures of success

- Increase Library staff satisfaction results via UWA Working Life Survey.
- Recognise excellent performance and celebrate successes.
- Develop and implement a measurement framework and annual review process to monitor performance against strategic goals.
- Ensure that Library staff engage actively to complete an annual Professional Development Appraisal and monitor and achieve their goals.



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