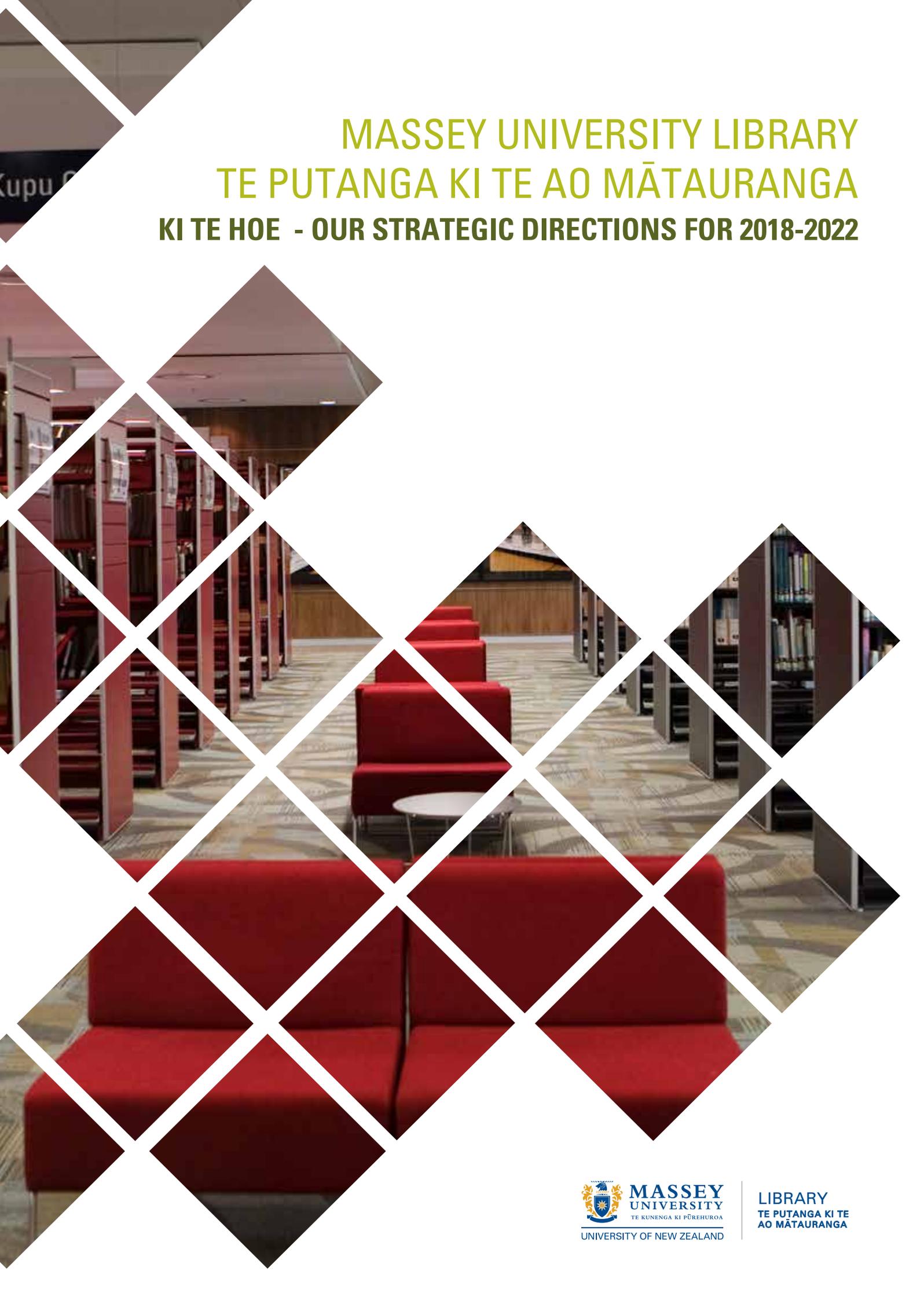


MASSEY UNIVERSITY LIBRARY
TE PUTANGA KI TE AO MĀTAURANGA
KI TE HOE - OUR STRATEGIC DIRECTIONS FOR 2018-2022



KI TE HOE

OUR STRATEGIC DIRECTIONS FOR 2018-2022

INTRODUCTION

We live in a rapidly changing environment, with new demands on higher education, new technological challenges and opportunities, and new ways to create and share scholarly information. The Library must, therefore, re-think its role in the digital era and actively collaborate with all of its University partners.

The core purpose of the Library remains unchanged. However, in the next five years we want to develop strategies and action plans that focus on an exciting future of collaboration, connection and community in support of Massey University's aims and goals. We will support the University through excellent staff, services, and collections in modern physical and digital environments, and an enhanced understanding of client needs. In line with our value of being committed to Te Tiriti o Waitangi, and our development as a bicultural organisation, we will explore what being Treaty-led means for the Library and our support of the University.

Reassessing the Library's vision and strategic priorities has involved:

- exploring the issues and developments in higher education
- considering best practice in the provision of library resources and services
- examining solicited and unsolicited feedback from staff and students
- holding a series of workshops with Library staff
- analysing the Massey University context.

We are excited about building on the Library's excellent reputation for service, and supporting the goals of the University over the next five years.

Linda Palmer
University Librarian

KI TE HOE

This whakataukī symbolises our shared direction and determination to work together to best support the University’s goals. The phrase can be translated as ‘paddling in unison’ but this requires leadership, strategy, skills and collaboration to make progress effectively and efficiently.

VISION

We stand as a world-class academic library. We embody excellence, innovation and evidence-based practice as we support teaching, learning and research

MISSION

We provide and enrich access to Te Ao Mātauranga (the world of knowledge) to advance excellence in scholarship and to achieve the goals of the University

VALUES

Our values represent the aspirations of our individual and collective behaviour. Guiding our actions and decision-making, our values are at the heart of everything we do.

Client-focused	<i>Our clients’ needs and ways of working are central to what we do</i>
Pūkenga	<i>We value knowledge, learning, growth and sharing</i>
Integrity	<i>We are honest, responsible, accountable and act ethically</i>
Whanaungatanga	<i>We work in partnership to achieve more than we could do on our own</i>
Te Tiriti o Waitangi	<i>We are committed to Te Tiriti o Waitangi</i>
Respect Diversity	<i>We recognise, value and respect diversity and champion equitable access to information</i>
Open communication	<i>We are open and transparent in our communication and decision-making</i>

PHYSICAL LIBRARY ENVIRONMENT

(MAPS TO MASSEY UNIVERSITY GOALS: LEARNING & TEACHING; RESEARCH; ENABLING EXCELLENCE)

GOAL: DEVELOP AND MAINTAIN OUTSTANDING CLIENT-CENTRED LEARNING SPACES, FACILITIES AND ACCESS TO RESOURCES

Libraries have shifted from storehouses of print resources to curated spaces for people to interact with information, each other, and the expertise of staff, for the purposes of learning and knowledge creation. Libraries now actively support the sharing of ideas and collaboration within the university community. Fewer print resources are bought, stored and used, and yet physical spaces are in more demand than before.

Our vision focuses on creating spaces for people, while maintaining easy access to information resources, technology and expert support. Interactive, flexible and collaborative spaces will co-exist with quiet spaces for research, reflection and individual study. We want our spaces to be genuinely welcoming and safe for all of the University community, and to acknowledge our location in Aotearoa by engaging with mana whenua at each Library location

Library buildings will be recognised by the University community as contemporary and essential informal learning and research spaces, and understood to be integral to a positive staff and student experience, engagement and success.

STRATEGIC PRIORITIES

We will:

- partner with the University community in the design and development of the campus libraries, improving the range and quality of learning spaces to meet changing ways of learning
- extend opening hours where needed to better align with student and staff needs
- provide an annual programme of events, exhibitions and informal opportunities to connect, collaborate and create knowledge
- collaborate with NCTL, ITS and other service providers to, wherever possible, locate support for learning and research in library buildings
- improve researcher access to, and the storage environments of, our archival and special collections

INDICATORS OF SUCCESS

- Better student satisfaction with library spaces, opening hours and services
- More events and exhibitions submitted for QS Stars reporting
- Increased space for both collaboration and individual research
- MOUs with learning and research support service providers
- Improved access for Māori to their cultural heritage

DIGITAL LIBRARY ENVIRONMENT

(MAPS TO MASSEY UNIVERSITY GOALS: LEARNING & TEACHING; RESEARCH)

GOAL: DEVELOP A WORLD-CLASS ONLINE ENVIRONMENT THAT IS RESPONSIVE, CLIENT-CENTRED AND EQUITABLE

In an increasingly complex digital environment we need to bring our resources and services to our clients, and remove recognised 'pain points' and barriers.

We aim for discovery and access systems that are seamless, integrated and intuitive. Our online services will be comprehensive, equitable and responsive. We will place the client at the centre of all our digital policies and decisions.

The digital strategies of the Library and the University must align, and our systems must be state of the art, and integrated with other key University systems wherever possible.

STRATEGIC PRIORITIES

We will:

- develop a Library digital strategy aligned with the University's strategy
- optimise our digital content for search engine discoverability, and make our Library catalogue records discoverable via the Internet
- implement a single sign-on solution among Library systems, and with other University systems wherever possible
- review the library management system to ensure we have the best future-focused product both for our clients and our internal processes
- assess RFID (radio-frequency identification) practices for efficient collection management and self-service
- ensure library staff have the skills, software and mobile technology necessary to work effectively in a digital environment
- pursue the integration of library systems with University and vendor systems for efficient and seamless e information exchange
- actively partner with others to fully implement an e-reading list solution. This will provide copyright compliant, seamless access to Library resources from Stream for both academics and students.

INDICATORS OF SUCCESS

- Increased client satisfaction with the Library online environment and systems
- Increased discoverability and usage of Library resources
- Reduction in recognised barriers and pain points associated with the access to and use of Library online resources and services
- Better integration among the Library's systems and University systems

COLLECTIONS

(MAPS TO MASSEY UNIVERSITY GOALS: LEARNING & TEACHING; RESEARCH; CIVIC LEADERSHIP)

GOAL: PROVIDE WORLD CLASS COLLECTIONS THAT SUPPORT THE UNIVERSITY'S TEACHING, LEARNING AND RESEARCH

High quality scholarly resources are essential for research and student success. Collection development is changing from traditional 'just in case' purchase of print resources, to the provision of content through 'just in time' leasing and resource sharing models. Content also continues to be created in new digital formats. As libraries increasingly obtain the same digital collections, unique print content held in special collections provides a point of difference and rich learning, teaching and research opportunities.

Our vision aims to ensure that Library content is of top quality, is easy to access and use, and demonstrates maximum value for money in support of Massey's teaching, learning and research aims.

We also want to maximise the accessibility, discoverability and engagement with our archival and special collections, both physical and digital. It is important that they are created with community participation and curated with appropriate kaitiakitanga and custodial care.

STRATEGIC PRIORITIES

We will:

- develop collection assessment skills and practices to guide the data-driven and client-centred management of our print and digital collections
- review all individual electronic subscriptions to establish quality and cost-per-use
- use evidence-based acquisition models to ensure a high quality collection that supports the University's teaching, learning and research needs
- review our resource-sharing models to balance 'just in case' vs. 'just in time'
- explore the opportunities and costs of 'floating' print collections across our campus libraries to better respond to on-campus needs
- develop and promote our archival and special collections, and increase digitisation of resources that have national and international value.

INDICATORS OF SUCCESS

- Increased satisfaction with Library collections in meeting learning, teaching and research needs
- Collection metrics which demonstrate quality and cost-benefit
- Increased use of and engagement with special collections
- Increased quality and quantity of unique digitised resources

LIBRARY SERVICES – RESEARCH

(MAPS TO MASSEY UNIVERSITY GOALS: RESEARCH, CIVIC LEADERSHIP)

GOAL: MAXIMISE THE LIBRARY'S CONTRIBUTION TO THE UNIVERSITY'S RESEARCH GOALS

The Library has long supported researchers to find, use and manage information, and this support now extends throughout other stages of the research life cycle, including scholarly communication (high value publishing, increasing visibility, supporting the public dissemination of research findings), research data management, indigenous data sovereignty and publication impact measures. Working with big data, digital humanities, data visualisation, other e-research initiatives and open access publishing provides new challenges and opportunities.

We aim to partner with others in the Massey community to develop our capacity and capability to support researchers. We will ensure that we provide Māori and Pasifika researchers with dedicated support, particularly with access to indigenous resources. We will also focus on dedicated support for Early Career Researchers and Higher Research Degree students.

STRATEGIC PRIORITIES

We will:

- carry out the CONZUL Ithaka Faculty survey to gain a deeper understanding of the attitudes and practices of researchers
- partner with University colleagues to investigate options for a Massey University open journal publishing platform
- contribute to Massey Open Access initiatives
- collaborate with other research support providers to expand our research support portfolio (e.g. bibliometrics reporting)
- partner with the Dean, Research and others to coordinate our approach to the development of Early Career Researchers and Higher Research Degree students
- tailor a support programme for Māori and Pasifika, and those working with Māori and Pasifika information resources.

INDICATORS OF SUCCESS

- Satisfaction and participation in Library workshops and consultations
- Researcher satisfaction with Library services
- Increased number of open access publications in Massey Research Online

LIBRARY SERVICES – LEARNING & TEACHING

(MAPS TO MASSEY UNIVERSITY GOAL: LEARNING & TEACHING)

GOAL: MAXIMISE OPPORTUNITIES FOR STUDENTS TO DEVELOP SKILLS AND ATTRIBUTES TO SUCCEED AT MASSEY AND BEYOND

Information literacy is a key graduate attribute that contributes to student success, employability and life-long learning. Developing information literacy is most effective in the context of academic study and at point of need of the learner. Digital literacy is integral to information literacy and is critical to be effective, efficient, sustainable and safe in a digital world.

The Library has a key role to play here. Our vision places us as a valued contributor to the University’s learning and teaching environment, and an active partner in core course curriculum development, where information literacy is an expected learning outcome.

We will better use technology to teach information literacy, both online (wherever possible) and embedded at point of need. We acknowledge Te Ao Māori, and the needs of those navigating and using Mātauranga Māori information resources. We will provide dedicated Library teaching and learning services for Māori and Pasifika students.

STRATEGIC PRIORITIES

We will:

- establish a formal partnership agreement with the Centre for Teaching and Learning to work collaboratively with both students and academic staff to maximise the effectiveness of our services
- develop a Library Teaching Roadmap that will foster “online first” Library teaching and implement the Library Learning and Teaching Strategy
- create a standardised framework for evaluation of Library teaching and an accompanying toolkit of resources to assist with evaluation
- lead the development of a Digital Literacies Framework for Massey University in partnership with NCTL, ITS, academic staff and students
- appoint a Pasifika Librarian to lead Library staff in service delivery to Pasifika clients.

INDICATORS OF SUCCESS

- Demonstration of the positive impact of programmes that support students’ development of information literacy skills
- Number and quality of information literacy teaching integrated into courses and programmes

GOVERNANCE & OPERATIONS

(MAPS TO THE MASSEY UNIVERSITY GOAL: ENABLING EXCELLENCE)

GOAL: MAXIMISE THE LIBRARY'S EFFECTIVENESS AND IMPACT IN PURSUIT OF OUR MISSION

We are committed to providing high quality resources and services that provide maximum benefit and value to our community within allocated budgets. This requires rigorous measurement and analysis of our collections budget spend, use and value, a better understanding of the costs and efficiency of our activities, and an in-depth knowledge of client needs.

We will ensure all Library activities and structures are:

- effective, efficient and sustainable
- approached from a 'One Library' point of view
- aligned with our vision, mission and values.

Our decision-making will be evidence-based, with the Library client at the centre. Our organisational structure will be fit for purpose to deliver on our goals

Our vision is to be more agile (i.e. be able to respond quickly and confidently to opportunities and issues), yet also to incorporate risk management into our operations.

STRATEGIC PRIORITIES

We will:

- rigorously capture and track significant capital budget commitments, to better manage the timing and impact of foreign currency spending
- regularly review internal processes to ensure best practice, a 'One Library' approach, and the most effective use of technology
- audit ourselves against the Library's Quality Framework and against our progress in demonstrating value and impact
- review our organisational structure, groups and committees, and the effectiveness of our internal communications and systems
- develop a client relationship strategy to better understand our clients and how they derive value from us
- ensure User Experience (UX) is an integral part of our service development
- develop a stronger culture of risk awareness.

INDICATORS OF SUCCESS

- Better metrics which assist in planning and decision-making
- Increase in the number of process reviews completed and recommendations implemented
- Improved understanding of Library client needs and better client involvement in the development of services
- Improved Library staff satisfaction with internal communication and access to knowledge

STAFF

(MAPS TO THE MASSEY UNIVERSITY GOALS: ENABLING EXCELLENCE AND CIVIC LEADERSHIP)

GOAL: DEVELOP AND SUPPORT SKILLED AND ENGAGED STAFF READY TO RESPOND TO AND DRIVE CHANGE

Rapid changes in higher education, digital technology and scholarly communication mean that staff roles and skills are changing. We need to ensure that our staff continue to contribute both meaningfully and productively. We want to build on our strong service culture and our developing bicultural approach, and be more agile, collaborative and resilient. We also want to genuinely operate as “One Library”, while acknowledging campus differences.

We want to support our staff to develop skills and expertise needed to provide outstanding service, and for staff to be active in their own pūkenga.

We will develop our own research skills and contribute to our professional body of knowledge and associations.

We want to be “change ready”, innovative and nimble. We will encourage leading from any position and actively develop future leaders both in our own environment and in the profession. Our organisational culture will be characterised by service, responsiveness, cultural understanding and competence, respect for diversity, caring and generosity of spirit. We will plan and operate with regard for the health, safety and wellbeing of staff.

STRATEGIC PRIORITIES

We will:

- identify competency sets essential for all roles (including leadership) and develop an associated learning and development framework
- promote learning opportunities to foster digital literacy, resilience and adaptability
- develop competencies amongst Library staff to honour Te Tiriti o Waitangi and its principles and increase our capacity to serve Māori clients
- develop Library Assistants’ roles so that all have the opportunity to participate and lead
- document the Library’s service model to support staff to provide outstanding service
- implement the Library workforce plan
- encourage staff to take an active part in the professional library community and in the contribution libraries make to a democratic society
- increase our capacity and capability in curriculum development, instructional design, and e-learning and assessment
- expand our research capacity and capability to inform our own practice, and to better support researchers.

INDICATORS OF SUCCESS

- Improved Library staff satisfaction with their roles and workplace
- Increase in the quality and quantity of research outputs by Library staff (e.g. conference papers and journal articles)
- Better engagement with national and international library networks





LIBRARY
TE PUTANGA KI TE
AO MĀTAURANGA

Ngā Kupu Ora and Pasifika Collections, Auckland Campus Library, Massey University Library

library.massey.ac.nz