Introduction

The Library’s Strategic Initiatives for the period 2010 – 2012 serve as a guiding framework for the triennium. The areas of focus and initiatives are reflective of and complementary to the University’s Vision and Strategic Directions. They outline the key foci we will pursue in actively contributing to the University’s position at the leading edge of knowledge, providing the highest quality of contemporary educational opportunity and targeted, world class research. We are committed to four areas of focus:

- **Access**
  The provision of seamless and intuitive access to scholarly resources

- **Research Support**
  The provision of information resources and services reflective of and complementary to UWS research endeavour

- **Service**
  The provision of exemplary, dynamic and client-focussed services to the UWS community

- **Leadership**
  The development of leadership behaviours and attributes to ensure continuity of services in response to the changing needs of the University.

This plan builds upon three previous successful planning cycles, and relies upon strong foundations established following the unification of UWS in 2001. Over the next three years the Library will continue to capitalise on and further develop its strengths, while charting the strategies needed to provide quality services to the UWS community. This plan does not describe all Library activity, much of which will not change dramatically over the next three years. It focuses upon those strategic challenges and opportunities which will best position the library into the future.
Planning context

The areas of focus identified within this fourth planning cycle are reflective of and complementary to the UWS Making the Difference 2009 – 2013 Strategy. The Library’s articulated Vision, Purpose and Values are largely unchanged, have served the UWS community well and remain closely mapped to those of the University. The Library is the major provider of scholarly resources and associated services and remains conscious of its primary responsibility to support and enhance the learning, teaching and research endeavours of the University.

The Library has made significant progress towards realising its vision. Dramatic improvements in service provision are evident, with UWS Library now ranked in the top decile of Australasian tertiary libraries, having moved from the bottom decile in 2001. Formal ISO 9001:2008 Quality certification has also been achieved. Students, scholars and researchers enjoy access to robust and growing digital collections from anywhere, at any time. Remediation and refurbishment of many of our physical buildings has ensured that these Libraries are human, social places, conducive to a range of learning styles and preferences.

While each of these achievements are important – and many of the initiatives associated with them remain in this plan – more needs to be done and new elements in our environment require major shifts in Library priorities.

The Library will respond pro-actively to the primacy of the student experience, with particular emphasis on first year students and improved retention. It will provide and make known collections and services directly relevant to University Research Centres and Groups and will enhance its research repository. The Library will address projected student growth through reviewing all service offerings and collaborative opportunities, seeking innovative cost effective modes of service delivery. It will work collegially across the University in seeking solutions to constraints imposed by building capacity and configuration.

External environmental developments also require major shifts in Library strategy. These include rapid growth in the use of social networking tools, the continuing ubiquitous rise in use of web services and the consequent ready availability of large amounts of poor quality, unauthoritative information. In responding to changing client needs and expectations we will provide ‘google like’ intuitive interfaces to our rich collections of authoritative scholarly e-resources and will make such materials seamlessly discoverable through the UWS e-learning platform. We will adopt those social networking tools which might potentially add value beyond the Library’s formal web presence.

In pursuing our goals we are committed to identifying, developing and nurturing the leadership potential of our staff. We will actively pursue an agenda which promotes leadership, innovation and responsibility, ensuring continuity of the qualities, skills and attributes paramount to the continued success of the Library within the University.
Measures of success

Underlying the broad strategic areas of focus and related initiatives outlined are a series of detailed operational plans, each of which incorporates measurable Performance Indicators, sectional responsibilities and timeframes. The library will review all operational plans and associated activity bi-annually, reporting progress and achievements to the University each year.
Library Initiatives 2010 – 2012

Our vision
We are an innovative, contemporary library integral to the scholarly endeavours of the UWS community

Our purpose
The library brings high quality, scholarly information resources and services to the UWS community

Our competitors
Googiemania (infoglut)  Ubiquitous Unstructured Web  Other Libraries  Commercial Information Providers

Our areas of focus
1. ACCESS
The provision of seamless and intuitive access to scholarly resources

2. RESEARCH SUPPORT
The provision of information resources and services reflective of and complementary to UWS research endeavour

3. SERVICE
The provision of exemplary, dynamic and client-focussed services to the UWS community

4. LEADERSHIP
The development of leadership behaviours and attributes to ensure continuity of services in response to the changing needs of the University

Our strategic initiatives

1. ACCESS
a) Identify and implement further innovative technology-enabled means of facilitating access to information
b) Develop virtual and physical spaces to support the learning and teaching experience through exploration of a Learning Commons initiative
c) Develop and facilitate access to appropriate information resources for the academic community in supporting high quality e-learning environments

2. RESEARCH SUPPORT
a) Establish strong and mutually beneficial relationships between the library and the UWS research community
b) Provide rich collections in support of UWS identified areas of research focus
c) Provide services which support the creation of high quality research and publications
d) Facilitate wide access to and promotion of UWS research output

3. SERVICE
a) Provide innovative services focussing on retention and ensuring a superior and engaged student experience
b) Identify and further develop mutually beneficial relationships with areas across the University to optimise our students’ experience
c) Provide tailored support and services to UWS identified priority cohorts
d) Promote library services and resources across the UWS community to support successful student outcomes and maximise return on University investment in its library

4. LEADERSHIP
a) Develop a leadership model for the UWS Library
b) Identify leadership qualities and potential in staff across the library
c) Implement a comprehensive strategy for the development of leadership attributes
d) Encourage a culture and supportive environment which values and develops leaders

Our People/Our Collections
OUR VISION
outlines how we see ourselves best serving the University
We are an innovative, contemporary library integral to the scholarly endeavours of the UWS community

OUR PURPOSE
provides a statement of our fundamental purpose
The library brings high quality, scholarly information resources and services to the UWS community

OUR VALUES
describe the qualities and values we seek to embody in all that we do
The library acknowledges and is committed to the values of UWS. In demonstrating that commitment we ensure that:

- Our clients are at the core of all we do;
- We distinguish ourselves through service excellence that recognises our clients’ needs and diversity;
- Our staff are a valued resource;
- Together, we pride ourselves on our ability to accept challenges and deliver results that enhance quality of service.
Areas of Focus

ACCESS
The provision of seamless and intuitive access to scholarly resources

Initiatives:
- Identify and implement further innovative, technology-enabled means of facilitating access to information;
- Develop virtual and physical spaces to support the learning and teaching experience through exploration of a Learning Commons initiative;
- Develop and facilitate access to appropriate information resources for the academic community in supporting high quality e-learning environments.

RESEARCH SUPPORT
The provision of information resources and services reflective of and complementary to UWS research endeavour

Initiatives:
- Establish strong and mutually beneficial relationships between the library and the UWS research community;
- Provide rich collections in support of UWS identified areas of research focus;
- Provide services which support the creation of high quality research and publications;
- Facilitate wide access to and promotion of UWS research output.

SERVICE
The provision of exemplary, dynamic and client-focused services to the UWS community

Initiatives:
- Provide innovative services focusing on retention and ensuring a superior and engaged student experience;
- Identify and further develop mutually beneficial relationships with areas across the University to optimise our students’ experience;
- Provide tailored support and services to UWS identified priority cohorts.
- Promote library services and resources across the UWS community to support successful student outcomes and maximise return on University investment in its library;

LEADERSHIP
The development of leadership behaviours and attributes to ensure continuity of services in response to the changing needs of the University

Initiatives:
- Develop a leadership model for the UWS Library;
- Identify leadership qualities and potential in staff across the library;
- Implement a comprehensive strategy for the development of leadership attributes;
- Encourage a culture and supportive environment which values and develops leaders.