



The
University
Of
Sheffield.

The
University
Library.

Library Everywhere.

The University Library Strategic Plan
2011 to 2015

Introduction

This plan takes us to 2015, through a period of unprecedented change for higher education in England, with the balance of funding for undergraduate education shifting from the state to the student. The University of Sheffield has articulated very clearly its proposition to students in an era of higher fees, putting the student experience at the heart of its work.

Research for HEFCE¹ has shown that student satisfaction with library services is one of the top ten pieces of information that influence decision-making by students and their parents about where to study. So the University Library is well positioned, having been rated #1 in the UK in the *Times Higher Education* Student Experience Survey in 2010 and 2011. But we need to work very hard to retain that place.

Investment in our libraries has played a part in raising student satisfaction, with a much-improved Western Bank Library winning an RIBA White Rose award, and complementing our world-leading Information Commons. And at the time of writing, the University's Council has just approved a major refurbishment of our Health Sciences Library.

We've called this strategic plan *Library everywhere* because it reflects our ambition to deliver high quality services to our students and researchers 24/7 regardless of location. That will require a big investment in our digital systems and technologies, which we're starting in 2011/12 with an advanced next-generation catalogue.

Delivering this plan will require partnership not only with students and academic staff, but with colleagues in other professional service departments, with whom we've developed a new statement of shared values, set out below. We've also updated our vision statement to reflect the University's desire to improve the world, to discover and understand through research and critical thinking, and the straightforward and down-to-earth approach for which Sheffield is well-known.

We've identified six strategic themes for the 2011-2015 planning period, and set out top-level operational objectives that show how we intend to move forward in each of these areas.

I hope that *Library everywhere* will be helpful for our staff and our customers alike. If you have any comments or questions on it, please let me know.

Martin Lewis

Director of Library Services & University Librarian

Our mission

To provide access to the world's knowledge.

Our vision

We are the UK's most dynamic research library, committed to providing an outstanding learning environment, with friendly and expert help when you need it.

¹ Renfrew, K [et al]. (2010) Understanding the information needs of users of public information about higher education: report to HEFCE by Oakleigh Consulting and Staffordshire University, http://www.hefce.ac.uk/pubs/rdreports/2010/rd12_10/rd12_10b.pdf

Our values

As part of the University of Sheffield's Professional Services, we share the following values:

- We listen to our customers, and show them courtesy and respect.
- We take pride in our services and in the University of Sheffield.
- We're recognised as professional leaders in and beyond our sector.
- We value and empower our staff, and encourage everyone to reach their full potential.
- We're committed to improvement and excellence.
- Our work emphasises partnership, communication and openness.
- We demonstrate fairness and integrity in our work.
- We value creativity, innovation and new ideas.
- Our operations are efficient and sustainable.
- We deliver.

Our strategic themes

1 A great student experience

Customer focus is important, but our students are a lot more than just customers. We'll be working with them to develop new services that emphasise our support for learning, and we'll be delivering more of our services 24/7, and on mobile devices. For campus-based students, we'll continue to develop our study facilities, enhancing the great choice of learning environments we offer. So we'll continue to upgrade the award-winning Information Commons, and we'll be developing options for a new IC build as part of the University's capital programme through to 2015. The Health Sciences Library will also receive a major refurbishment in 2012. In this planning period, we'll have a particular focus on supporting the University's new Learning & Teaching Strategy, and on improving the experience for our postgraduate students.

Objective	Action	Timescale
Enhance our support for student learning	Develop an integrated help, enquiry and advice service available face-to-face, and by telephone, email, web, and mobile devices.	July 2012
	Make services more accessible by providing facilities to convert documents into alternative formats.	April 2012
	Develop our information literacy offer, including personal digital footprint management.	September 2012
Personalise the student experience	Implement recommender service and tagging, and review personalisation as part of the new resource discovery layer implementation.	September 2012
	Make sure that every new student is given a personal contact within the Learning & Research Services Team.	July 2012
Develop and improve our study environments	Develop proposals for new-build Information Commons space to meet current and projected demand within the new Estates Strategy.	Approval of capital spend by July 2012
	Reconfigure and refurbish the Health Sciences Library's Royal Hallamshire Hospital site.	December 2012
	Plan first mid-life upgrade of Information Commons for 2015.	Approval of capital spend by July 2013
Enhance the postgraduate student experience	Increase range of research monographs for postgraduates in Faculties of Arts & Humanities and Social Sciences.	July 2012
	Provide library support for transition between different levels and different modes of study.	Report by April 2012

2 A world of knowledge

As part of a university with a global reputation for research-led critical thinking, providing access to the world's accumulated knowledge is at the heart of the University Library's mission. We do this by purchasing, licensing or collaboration with other libraries; and we'll be digitising more of our own distinctive collections to make them accessible to students and researchers. But as the quantity and cost of content increases, we need to ensure that we spend our resources wisely, and that we provide the right tools to enable customers to discover and use content effectively. We'll be bringing forward a content strategy to set out in more detail our approach to this key area.

Objective	Action	Timescale
Protect our access to the global knowledge base	Secure inflation protection for content spend.	Annually through planning period
	Make targeted investment in under-resourced subject areas.	July 2012
Contribute to the digital knowledge base	Promote Open Access deposit to all researchers through targeted advocacy and training events.	Priority departments by December 2012
	Digitise our distinctive collections and make them easily discoverable. Commission digitisation studio.	July 2012
Implement advanced resource discovery service	Launch advanced resource discovery service to replace <i>Star</i> .	January 2012
	Provide access to more descriptive metadata and content by participating in the RLUK open data initiative.	July 2013
Manage our digital assets more effectively	Implement and promote new digital asset management system for our distinctive digital collections.	July 2012
	Work with CiCS and R&IS to develop repository services for University's research outputs, including published research and research data.	Throughout planning period

3 Supporting research excellence

While collecting and providing access to external content remains a key part of our support for research, we're also increasingly involved in helping researchers to manage their outputs, both publications and data. We'll be working with researchers to help them meet research funders' changing requirements in this area, and exploring how we can help to make Sheffield's research excellence more visible to external audiences. We'll also be supporting our postgraduate research students by working with the University's Doctoral Development Programme and Doctoral Training Centres, including the new White Rose DTC for the Social Sciences..

Objective	Action	Timescale
Promote open access deposit	Make it easier for researchers to deposit in WRRO by linking to MyPublications.	July 2012
Develop UoS research data management (RDM) capability	Complete pilot project to identify RDM readiness with R&IS and CiCS.	September 2012
	Draft and obtain approval from Research & Innovation Committee for UoS RDM policy.	July 2012
Support the development of researchers of the future	Review Library's support for the Doctoral Development Programme and develop new content.	Review by July 2012 New content by July 2013
Provide information support for the REF	Develop MyPublications with CiCS and R&IS.	July 2012
	Optimise open access to REF-returned outputs.	July 2013
Achieve closer alignment with the research process	Deliver programme on emerging University research themes for liaison librarians.	December 2012
	Work with a selection of research groups to develop better understanding of researcher information needs and behaviours.	July 2013

4 Cultivating ambition

We want our services and resources to help our students and researchers realise their full potential. And this ambition extends to our staff, all of whom are committed to embracing the new knowledge and skills we'll need over the next five years as our professional practice continues to undergo transformational change. Our investment in staff development will increase during the planning period, and a new workforce plan will identify the priority areas for support.

Objective	Action	Timescale
Implement our Workforce 2015 workforce development plan	Articulate clearly the changing skills and roles needed to stay in front in 2015.	July 2012
	Achieve a 15% recurrent reduction in our staff costs by the end of 2014-15 compared with 2010-11.	July 2015, with annual progress checks
Enable staff to reach their full potential	Create new staff development opportunities, including <ul style="list-style-type: none"> • change management • understanding and managing risk • horizon scanning • use of benchmarking. 	Throughout planning period
Encourage professional development	Introduce mentoring scheme, community, and targeted career development opportunities for our new professionals.	July 2012
Develop leadership capabilities	Encourage key staff to participate in University's leadership development programme, and extend to include middle managers.	Throughout planning period

5 Working together

Our last Strategic Plan was entitled *Progress through partnership*, and that theme still underpins our work through to 2015. Our partnership with academics and students to support learning and teaching will continue, and we'll make more use of student ambassadors to explain and promote our services. We provide services to the NHS as well as to the University, and we'll be working with the new agencies coming on stream as a result of the latest NHS organisational changes. At a strategic level we'll develop our liaison with the five Faculties, to ensure alignment of our planning, and to provide effective support for new academic initiatives. We'll also collaborate with our International Faculty's library service in Thessaloniki to deliver a great student learning experience to our IF students and staff.

Objective	Action	Timescale
Develop our academic partnerships	Work with academic and professional services departments to support the University's Learning & Teaching Strategy for 2011-2016.	Through planning period
Work with the new NHS structures	Conclude formal agreement for the provision of services to new STH staff groups.	December 2012
	Assess options for service delivery to other NHS agencies when new local structures determined.	Report by March 2013
Improve desktop & point of care service provision for Sheffield Teaching Hospitals customers	Offer targeted activities to a range of staff groups, and increase STH uptake of the clinical outreach service by 50%.	March 2014
	Improve remote access to library services through the STH intranet.	December 2012
Develop more active partnership with our students	Review effectiveness of student ambassadors and make recommendations for future roles of student peers, including postgraduates, to encourage effective use of services.	Report by July 2012

Objective	Action	Timescale
Support the University's international strategy	Develop guidance for provision of services to partners in support of future collaborations.	December 2012
	Work with content providers to deliver affordable licence solutions for access by International Faculty and international partners.	Throughout the planning period
	Establish effective links and protocols for collaboration with the local library services of the International Faculty and international partners.	July 2012
Explore scope for new collaborations & shared services	Develop White Rose libraries' portfolio of shared services, including digital library and repository services, print collection management, and support for the WR Doctoral Training Centre in the Social Sciences.	Throughout planning period
	Develop governance framework for WR activities.	July 2012
	Review existing collaborative relationships and assess potential for new ones.	Throughout planning period
Support the University's widening participation agenda	Implement a new service offer to improve access and induction for over-16 students from local schools and colleges.	December 2011
Support the University's cultural engagement initiative	Secure funding for exhibition programme beyond December 2011.	December 2011
	Recruit to new Heritage Officer post.	December 2011
	Develop heritage collections strategy to improve access to and exploitation of University heritage assets.	December 2012

6 A learning organisation

We're committed to continuous improvement, and, as part of a leading research university, that means we learn from other organisations as well as sharing and disseminating our good practice. In the last couple of years we've sought to remove complexity from our services and systems – making them faster, better, cheaper. The next planning period will see investment in new systems to take this further forward, with better resource discovery, support for mobile devices, and the use of more resilient, cloud-based infrastructure.

Objective	Action	Timescale
Develop our faster, better, cheaper approach to processes	Explore opportunities to integrate workflows and reduce wasted effort.	Throughout planning period
	Re-engineer back office processes according to process mapping methodologies.	July 2013
Introduce advanced systems to underpin our services	Implement next-generation cloud-based unified library management system (LMS).	July 2013
	Launch advanced resource discovery service to replace Star.	January 2012
	Make library services and digital resources available on a range of mobile devices.	July 2013
Deliver outstanding value for money	Improve understanding of costs through participation in Professional Services Costs and Activities project.	July 2012
	Provide annual report to Department of Finance on value for money progress within the University Library.	Annually from September 2011
Stay ahead of the competition	Regular horizon-scanning to alert the Library to innovative practices, services and technologies.	Throughout planning period
	Disseminate our good practice.	
	Build our service and professional leadership reputation internally and externally.	