

# Revised Strategy 2010

## **KRA 1 - The Library will be vital to the Manchester 2015 Agenda**

1.1 The Library will play a significant role in enhancing the reputation of the University by strengthening its position as one of the world's leading academic libraries

1.1.1 The Library will improve its qualitative and quantitative comparisons with HEFCE's other four National Research Libraries (Cambridge, LSE, Oxford and SOAS) and the libraries of the University's key national and international competitors [Annually]

1.1.2 We will raise the Library's profile by (a) increasing the number of contributions made by Library staff to external meetings, conferences and published papers (15%) and (b) the PR coverage of 'good news' stories [Annually]

1.1.3 The Library will collaborate with academic colleagues in the preparation and submission of annual bids for external funding [Annually]

1.2 The Library will play a vital role in underpinning research in all disciplines

1.2.1 We will maximise the impact of eScholar by improving the exposure of eScholar content through the provision of search functionality, through external metadata harvesting services (e.g. OAISTER) and by improving the quality of records via digital curation activities [October 2011]

1.2.2 We will measure the impact of eScholar by the provision of citation bibliometrics and other benchmarking metrics [December 2011]

1.2.3 We will consider the issues and implications for the University of an open access policy [June 2012]

1.2.4 We will engage with the academic community through an eScholar Academic Advisory group to clearly define academic requirements and to inform the prioritisation of future eScholar development work [December 2010]

1.2.5 The Library will have developed policies and guidelines to support scholarly communications, including metadata creation, guidance on open access, citation analysis and copyright etc. [July 2011]

1.2.6 The Library will have representation on research committees or equivalent of all Faculties and will continue its engagement with University Research Group [July 2011]

1.2.7 We will expand the range of library courses to researchers and postgraduates in line with the JRUL Information Skills Framework to ensure that by their third year of research training all students will have had the opportunity to achieve all the competences identified within the JRUL Framework [July 2012]

1.2.8 We will contribute to the development of a University strategy on research data management and define the Library's role in this area [June 2011]

### 1.3 The Library will be integral to the transformation of teaching and learning across the University

1.3.1 We will expand in stages a service for digitizing reading materials to students which will be accessible via their Blackboard course modules (focussing on Schools with NSS Question 16 scores below 65). By July 2010 we will have supplied 5,000 digitized texts; in 2011-12 we will have supplied a further 6,000 texts [July 2012]

1.3.2 Link2List will become the software service of choice for teaching staff in all Faculties of the University to enable them to organize and manage their references for course reading [July 2012]

1.3.3 Our E-learning Support Team will operate an IPR and copyright training and advice service to teaching staff and others involved in creating content for the Virtual Learning Environment. Advice will be offered via the Library website, and via an email advice service [July 2011]

1.3.4 We will monitor curriculum-embedded undergraduate information skills provision (as outlined in the Information Skills Framework) to ensure a year-on-year increase in provision across all faculties and schools [Annual]

1.3.5 We will enhance the student experience by providing an integrated and innovative set of services which enable personalisation and access via mobile technologies [December 2011]

### 1.4 The Library's engagement with each of the University's communities will be in line with priorities of the 2015 Agenda

1.4.1 We will maintain our commitment to the 6th Form Access Scheme and the Manchester Access Programme (MAP), ensuring that every MAP student has borrowing rights within the JRUL [Annually]

1.4.2 Through Widening Participation and the Education and Learning programme, we will develop an offer to schools and colleges (with focus on Key Stages 2-5) and significantly increase our provision of formal and informal learning opportunities, initially aimed at schools, colleges and community groups in areas of socio-economic deprivation and local communities, as identified in the University's strategic aims for increasing Social Responsibility [July 2011]

1.4.3 We will establish an annual audience development plan to encourage wider involvement in the library at Deansgate [April 2011]

### 1.5 The Library will proactively engage with its key stakeholders to understand their goals and expectations

1.5.1 We will define our stakeholders and establish the most appropriate methods of engaging with them in order to improve the delivery of key messages [March 2011]

**KRA 2 - We will be in touch and in tune with our customers to understand, satisfy and exceed their expectations**

2.1 We will engage our University customers in a continuous and productive dialogue about what we do and how we do it

2.1.1 Focus groups, annual surveys (to include exit surveys) and direct customer feedback will inform future priorities [Annually]

2.1.2 The use of social media, including blogs, wikis and networking sites will be developed in order to communicate informally with our customers [Annually]

2.2 The Library's services will be convenient and accessible to all University students, researchers and staff

2.2.1 We will develop the range of self service options available to customers via the portal, the library website and mobile devices, introducing at least 3 new options per annum [Annually]

2.2.2 Core Library services will have a Marketing Plan [December 2011]

2.3 The Library will provide a choice of accessible, attractive and inspiring places to study taking account of facilities across campus

2.3.1 We will develop a vision of what is needed to provide a world-class 'Learning Commons' and play a key role in its implementation [December 2011]

2.3.2 Customer satisfaction with the Library's physical environment will increase as we cater for preferred styles of study [Annually]

2.3.3 We will review all JRUL sites in respect of their usage, hours of opening, study facilities and services, in order to ensure that JRUL resources are prioritised in line with need [Annually]

**KRA3 - The Library will provide a supportive working environment for staff, nurturing all talent and encouraging high performance and career progression**

**3.1 We will build an effective performance management culture which encourages excellence at all levels**

3.1.1 All staff teams will meet with their manager at least monthly and individually to set and review objectives and manage performance [June 2011]

**3.2 We will attract, support and retain talented and committed people**

3.2.1 We will broaden our pool of potential candidates for all posts in keeping with the University's Equality and Diversity Policy [Annually]

3.2.2 We will invest in and nurture talented people and target multiskilling training opportunities for appropriate staff to include external horizon-scanning, cross-site-working, shadowing, mentoring etc. These will be summarised in a Staff Training and Development programme [Annually]

**3.3 We will develop an energetic and responsive culture in which staff are empowered to take responsibility and in which outstanding contributions from all staff will be recognised and rewarded**

3.3.1 Staff will feel more empowered to take responsibility and make decisions in the context of strategy and policy and will feel recognised for their contributions through a culture of celebrating success and learning through experience [Annually through Library Staff survey]

3.3.2 We will assess and develop schemes, within University guidelines, to recognise and reward the contributions of staff at all levels throughout the JRUL [July 2011]

**3.4 Our style will be confident and outward facing, with a shared sense of purpose and clear identity**

3.4.1 We will publish a statement of our values, clearly define our positive approach to service delivery and our commitment to professional standards. The effectiveness of this will be demonstrated by annual survey results and continual feedback [February 2011]

3.4.2 The Library's name and associated brand will be reviewed to reflect our new style and approach, to reduce ambiguity and to convey the key concept of a Library without walls [December 2011]

**KRA4 - We will be innovative and customer-led in our management and development of the Library's extensive range of resources and services**

**4.1 Access to information content will support the research and teaching priorities of the University**

4.1.1 We will establish content development policies for each School or discipline area of the University within the overall framework of the JRUL Content Development Policy [June 2011]

4.1.2 We will develop an access strategy for every major Special Collections acquisition in order to demonstrate its value to the strategic goals of the University [April 2011 and ongoing]

4.1.3 The Digitisation Steering Group will ensure the delivery of the digitisation strategy implementation plan [December 2012]

4.1.4 We will work with academic colleagues to establish faculty-based specifications for reading lists [July 2011]

4.1.5 We will identify schools/ discipline areas with consistently low NSS (Question 16) scores and achieve annual improvements in these scores [July 2011]

**4.2 It will be fast and easy for our customers to discover and access the high-quality resources held in Manchester and beyond**

4.2.1 We will provide resource discovery tools which will simplify the searching and accessing of our collections. Satisfaction will be measured through analysis of usage and other feedback mechanisms (September 2011)

4.2.2 The Library's metadata will conform to changing national and international standards to ensure quality and consistency of bibliographical records and to facilitate interoperability with external bibliographical resources (e.g. COPAC, SUNCAT, OCLC WorldCat, EThOS). We will ensure that the latest RDA standards are implemented as soon as technical changes to our library management system allow [December 2012]

4.2.3 We will investigate innovative ways to extract, reuse and expose data across our systems to enhance the searching and usage of our resources [December 2011]

**4.3 Innovative methods of collection management of material in all formats will secure the future of our internationally significant collections**

4.3.1 We will use our Collection Management Policy to provide a framework for the acquisition, cataloguing, subject access, processing, care and storage of the Library's physical and electronic holdings. We will keep our purchasing models under critical review to ensure that the Library achieves value for money from its suppliers of content [Annually]

4.3.2 Through the use of survey tools we will prioritise collections for preservation and conservation and quantify the result [Annually]

4.3.3 We will implement a programme of remedial conservation for Library special collections and establish collaborative projects and training initiatives focusing on materials within the collections [December 2011]

4.3.4 We will be a self-sufficient centre for heritage digitisation, providing object-centred digitisation and collection care services to internal and external customers, in line with the Library's Digitisation Strategy [June 2012]

4.3.5 We will develop a framework which we will use to ensure the long-term preservation of born-digital and other digital assets [July 2011]

4.3.6 We will identify those collections (print, archives, manuscript and digital) which are not described by on-line catalogue records and develop a cataloguing programme with which to seek external funding, prioritising these collections according to their research and teaching potential [April 2011]

4.3.7 We will review the locations of our physical collections and endeavour to locate material in the most appropriate place within the Library, taking into account its usage and its academic and historic value. We will also rationalise our closed access stores and ensure that all of our collections are stored in suitable environmental conditions [June 2012]

#### 4.4 Our portfolio of services will be customer-led and our service standards will be exemplary

4.4.1 We will use robust feedback mechanisms and customer journey mapping to continuously improve the customer experience and achieve accreditation to Customer Services Excellence: the Government Standard [December 2012]

4.4.2 We will publish and promote our service standards and review them annually [from January 2011]

4.4.3 All staff will receive training to understand better the relevance of excellent customer service to their roles [July 2011]

**KRA5 - We will prove our value to the Manchester 2015 Agenda by making annual comparisons, and publishing trusted and transparent indicators**

5.1 The Library will promote a culture of assessment in which customers are encouraged to submit comments and feedback as a means of measuring their satisfaction with the Library's services, facilities and resources

5.1.1 We will gather and publish data from customers, using externally recognised standards, through methods such as surveys and LibQual, to measure the following [Annually]

(a) Student satisfaction rates

(b) The proportion of customers indicating that the Library is crucial in supporting students, researchers and staff of the University

(c) Targets relating to service quality

(d) The proportion of potential customers from the University of Manchester who use the Library and its resources

(e) The number of Library customers from beyond the University

5.1.2 We will produce a monthly dashboard showing use of electronic resources and supporting systems [June 2011]

5.1.3 We will publish progress reports in relation to the Library's Strategy [Annually]