
Medium Term Strategic Plan 2005–2007

Library

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Part 1: Planning Process

There was:

- discussion between three South Australian university librarians and information technology staff in relation to collaborative projects;
- review of strategy and activities within the Library Leadership Team;
- discussion of a new structure and proposed 2005 service model with RPC, ITEE Executive, USASA postgraduate student representative, USASA at Whyalla and FLC Learning Advisers;
- consultation with specialists – the Art School has been included in planning for a new service model for art slide collection; FLC Online Coordinator with email reference service (QuestionPoint); and planning with ISTS on public service model for computer access.

Outcomes:

- Joint negotiations between three universities for software purchase.
- Confirmation within Library of 2004-6 priorities.
- Critical servers moved to Building E (ISTS) for 2005.
- Public PCs to have “Pools” or “Barn” image. This means a standard operating environment for students.

Part 2: Medium Term Strategic Plan

2.1 Overview

The Library will put in place the outcomes of change management. This sees a change of focus in providing service to the academic and research staff from campus to Division-based. From 2005 Divisional Library Managers will be responsible for expanding partnership arrangements with Divisions. Library Central Services will be relocated to Mawson Lakes and academic programs presently supported at Underdale will have moved to City East, City West and Mawson Lakes. The new structure sees a separation of routine lending and enquiry functions from the professional academic services required to partner the Divisions in educational change. The Library will devote significant resources to ensuring that staff are fully engaged with the intended outcomes of this change.

In line with the increasing prominence of e-learning and reliance on digital resources in both learning and research, the Library will continue to explore, develop and exploit technological solutions appropriate to the strategic direction of the University. This will include introduction of simultaneous searching of multiple information services (portal technology). This will be extendable to the student portal. All libraries will have “Pools” type PCs available for student use.

The significant redistribution of the Library’s collections as an outcome of the closure of Underdale will be supported by client controlled document delivery across the campuses and this will be extended to document delivery of the low use items housed in the Universities’ Research Repository located at Flinders University.

Savings from the reduction in the Library staff establishment will be directed into Library acquisitions and direct client support services will be increased to include Saturday and Sunday mornings.

2.2 No change to area’s Statement of Strategic Intent

The Statement of Strategic Intent is current with respect to University objectives and frameworks

It has not changed as it reflects the Library’s commitment to making quality and timely information, resources and services available regardless of physical or institutional boundaries. It emphasises the Library partnering with academic and other staff in embedding information literacy into the curriculum

and reflects an increasing commitment to, and reliance upon, online resources. The statement reads as follows:

The University of South Australia Library will be the essential and innovative link between information and students, academics and researchers. It will provide physical and virtual spaces conducive to learning, research, and critical enquiry. The Library will add value to educational and research endeavours by providing a wide range of seamless focused services, training, and resources to meet the information needs of our diverse clients. It will forge partnerships with academics for involvement in curriculum developments and pedagogies to ensure that students develop information literacy to enable them to function independently and successfully in an information-intensive world.

2.3 Unit Priorities and Strategies for 2005-2007

Teaching and Learning

Library strategies and activities focus on support for flexible student centred and technologically focused approaches to teaching and learning. Major strategies are to provide seamless access to the widest possible range of electronic resources. The priority is for effective access and enquiry services that make quality and timely information, resources and services available regardless of physical or institutional boundaries. This priority is addressed by:

- Extending the number of information resources available online.
- Providing the means to search multiple databases through implementation of the ENCompass software from Endeavor Information Systems.
- Computer pools and walkup computers in each metropolitan library.
- Contributing to University TALC information literacy working group.
- Librarians will extend their work with academic and other staff in program development and embedding information literacy into the curriculum.
- Additional Interactive online tutorials developed.
- Extended hours for access to the Library at City West.
- Additional training sessions for transnational students.
- Uniform authentication process and incorporation of library services in the Student portal.

Research, research education and consultancy

- Conduct environmental scan of relationship between research activities and library resources.
- As part of the above, review collections of excellence.
- Extend number of research services available online.
- EndNote software used for Australian Clearing House for Library and Information Science.
- International Wine Marketing Database supported through Service Level Agreement.
- Research output of postgraduate students included in catalogue.
- Collections and services of Bob Hawke Prime Ministerial Library extended. Increased access to existing resources through digitisation.
- Support field specialisation and cross-disciplinary scholarly activity by providing diverse opportunities and training programs on developments in electronic information products and scholarly communication.
- Further development of online modules "Strategies for Successful Research".
- Activities in support of UNAP – document delivery, professional development for teacher librarians and education resource portal initiative.

People and Services

The Library has a strong focus on client service.

- The Client Charter which underpins its activities and operations will be reviewed in 2005.
- Relocation of collections, furniture and equipment to campuses has been completed.
- The new structure is fully implemented, has been evaluated and reviewed.
- The Organisational learning program will continue to focus on adapting to change.
- Systematic and cyclic analysis of workload has been carried out.
- "Internet café" areas to be introduced at each metropolitan campus.
- Catalogue usability study conducted and outcomes acted upon.
- A review of publications and guides to locating and using resources and services has been completed.
- Extend self borrowing units to all metropolitan campuses to provide greater efficiencies in managing the increasing number of loans (600,000 loans in 2003).
- Scanners and colour printers are available for use by clients.

2.3.1 What is the Unit planning to do in the 2005-2007 period to meet the needs of students from equity groups?

- Schools in Northern Adelaide will continue to be able to borrow from the Library without charge. Free borrowing access is also provided to those studying through UniSA –PAL (Pathways for Adult Learners).
- A position has been targeted to employ an indigenous staff member.
- The addition of a desirable characteristic of fluency in language of major cohort of students has been added to position descriptions.
- Staff development includes sessions on sensitivity to requirements and mores of students from different cultures
- Collaborative planning on services for students from Northern Areas (UNAP)

Part 3: KPI Targets for 2005-2007

3.1 Equity participation

Provide resources, services and facilities that support learning within a diverse community:

- Introduce internet café and other informal seating and meeting areas as a way to lower barriers to those students who view traditional libraries as intimidating.
- Provide a staff development program that raises the awareness and skills to meet the needs of a diverse client population.
- Services for clients with disabilities supported and extended through support of the Adaptive Technology suites located in each Library.
- Ensure website is W3C accessibility compliant.
- Collaboration with Learning Connection to improve access to resources for sight impaired students.

Part 4: Workforce Planning

4.1 Age Profiling—Succession Planning

There is an over representation of staff in the 40-55 year age groups. 50% of the Library's management team and senior professional staff are over 50 years of age. This reflects a general lack of mobility within the profession and the high proportion of staff with family attachments within Adelaide. Although with the closure of Underdale there are less positions available within the Library overall, an expansion of the number of reference librarian positions increases the opportunities for younger staff for progression through the "academic" stream of the Library.

The Library will review and implement where appropriate findings from Vicki Whitmell's succession planning study for the ATN libraries.

Very few youth are employed within the Library on a continuing basis. Local supply of young graduates in library science is limited and appointments are likely to be made more readily in non-professional positions. The Library will further modify its selection criteria to strengthen opportunities for youth employment by emphasising capabilities more likely to be found amongst more recent graduates. A number of Library staff are active in mentoring and in the new graduates group. The Library will fill a youth traineeship position for 2005. The Library advertises within South Australia's new library professionals group. The Library supports study leave and allocates funds to support staff release for mentoring.

Staff capabilities are a more significant factor than age. This is particularly the case in the areas of technology and the changing relationship between resource provision and learning. This is being addressed through organisational learning activities and a training needs analysis. A recently completed managing change process will improve career development paths that support succession planning.

4.2 Staff Gender

Table 1—Staff Gender: Women as a % of total staff in your unit

Dimension	Indicator Data	2003 Actual	2004 Target	2004 Prelim.	2005 Target	2006 Target	2007 Target
Staff Gender Ratio	General staff FTE, HEO10 & above	50%	50%		50%	50%	50%

83% of positions in the Library are filled by females. Seven of ten positions at HEO8 and above are held by women. No action is required to increase the percentage of women in the Library.

4.3 Indigenous Employment

Table 2—Indigenous Employment

Dimension	Indicator Data	2004 Prelim.	2005 Target	2006 Target	2007 Target
Indigenous Employment	% of University staff of Indigenous origin	2%	2%	2%	2%

The Library will appoint an Indigenous person to a currently vacant position and is also investigating the possibility of a traineeship.

Selection criteria in the future will provide greater opportunity for the employment of people with an Indigenous background.

Staff development and mentoring opportunities are already available within the Library including support under Commonwealth development schemes.

The Library will seek the advice of staff of the Human Resources and Aboriginal and Islander Support Units on ways to encourage Indigenous Australians to consider employment in the Library.