Library and Archives 2020 Plan

Departmental contribution to the University's mission for the Common Good

In contributing to GCU's mission for the Common Good the Library will work with a range of partners and communities both internally and externally.

We will work with local public, HE and FE libraries and librarians to support Glasgow Life in developing their vision for library services and explore collaborative working to support Glasgow as a knowledge city.

We will support public sector and voluntary organisations (STUC, ADSW, SCND, NUS etc) through maintaining their archival resources and making them available to the research community. We will also provide digital repository services to public sector organisations and voluntary organisations such as GCPH and Gathering the Voices. We will support community heritage and GCU's community engagement agenda through exhibitions, workshops and group visits.

We will provide opportunities for volunteering and work experience opportunities to support skills development and employability.

We will continue to support and develop community information literacy projects such as the Scottish Information Literacy Community of Practice to reduce inequality in access to information.

We will continue GCU's unique offer of free public access to our library.

Departmental contribution to Strategy 2020 and the School 2020 Plans

Transforming lives through education and research

The library will continue to offer access to a wealth of electronic and physical resources which support and enable GCU's teaching, learning and research. We will ensure that the resources we provide meet the needs of students and staff through liaison with Schools, researchers and students, and continual review of usage.

The library will offer expert support in accessing information to the GCU community. This will be delivered through classes, one to one appointments, drop-ins, the library desk and roving staff in the library and our continually updated, responsive website.

The library will offer support for researchers at all stages. This will be done through access to physical and online resources and expert assistance in accessing and assessing information. We will support the PURE Portal, Research@GCU ensuring that the University's research output is available to the world.

Both on and off Campus will aim to deliver an "outstanding experience for our students and staff, our partners and our community".

Enriching cities and communities

The library will work with Glasgow Life in establishing their vision for the city's public library service and to explore cross sector collaboration amongst public FE and HE libraries to improve access to information and information literacy amongst Glasgow's people.

Our Archives will continue to support community and voluntary sector bodies as described above and we will develop an exhibition programme for GCU London. We will work to support community engagement projects such as the Cowcaddens Community Portal and stay engaged with Glasgow Life's Towards a Glasgow History Digital Research Framework.

We will continue to offer library support to outreach projects and projects such as the Advanced Higher Hub aimed at building capacity in the community to attend university.

Innovating for social impact

The library will work to ensure that GCU graduates have the information literacy skills they need to be work-ready and to succeed in their future ambitions. We will continue to participate in GCU initiatives aimed at fostering innovation such as i-Lab.

Engaging globally

The library works with GCU London to provide excellent library support on campus and online and will work to ensure that GCU New York is similarly served. We will support GCU Students and staff engaged in teaching, learning and research across the globe. The library is leading on delivering edShare, GCU's multimedia repository, and is encouraging the GCU community to submit learning objects as Open Educational Resources (OERs) for use, repurposing and development worldwide. We will continue to support GCU's TNE and work based learning initiatives by working with Schools to offer resources for learning and teaching and tailored librarian support on accessing, evaluating and using information.

Service improvement

The library has identified 3 key outcomes with six supporting objectives for the period to 2020. Each objective has a number of associated strategic actions aimed at service improvement as outlined below:

Outcome: Library services and resources are accessible and inclusive
>   Objective 1. Ensure all users have access to the resources they need
>   Objective 2. Provide adaptable, user friendly library services

Outcome: Staff are expert in supporting learning, teaching, and research
>   Objective 3. Develop library staff skills and knowledge to meet user needs
>   Objective 4. Ensure users have the skills to use library/information resources effectively

Outcome: The library environment meets user needs
>   Objective 5. Ensure the library offers an appropriate and effective range of learning spaces.
>   Objective 6. Create a welcoming, inclusive social space, online and on campus

Objective 1. Ensure all users have access to the resources they need

- Create unified search interface for all library resources.
- Work with IS to extend the single sign on currently in place for library resources to wider GCU resources
- Implement Shibboleth to enable single sign on to all library resources

- Implement self-service payment
- Provide 24/7 online help
- Ensure users receive clear communication on issues affecting access to library services
- Ensure staff are trained to identify and respond to issues relating to access to services
- Implement streamlined stock management process to improve access to resources and provide accurate information on availability
- Ensure library records are consistent with international standards and are shared externally to showcase library collections and improve resource discoverability
- Provide open access to the university's Research and Learning and Teaching output through a suite of repositories

Objective 2. Provide adaptable, user friendly library services
- Ensure library building is accessible to all users
- Ensure library opening hours are flexible and appropriate to user need
- Improve staff visibility to increase engagement with library services
- Improve usage of management information to inform service provision and collection development, ensuring improvements made are communicated to users
- Ensure technology available within the library develops to meet changing user need
- Make all physical library stock accessible on open shelves by 2020

Objective 3. Develop library staff skills and knowledge to meet user needs
- Provide training to ensure staff can assist users to access library resources on mobile devices and future technologies
- Improve sharing of expertise across library teams
- Enable library assistants to deliver a higher level of information service through assessing the staff skills base and developing a regular, structured programme of training
- Support staff CPD and career progression

Objective 4. Ensure users have the skills to use library/information resources effectively
- Develop information skills training for school level, pre-entry and articulating students in liaison with other GCU teams such as SCET in support of strategies such as College Connect
- Create a consistent and regularly updated introduction to the library available in both a physical format and online
- Offer a comprehensive series of embedded classes and workshops tailored to meet teaching needs across the academic year
- Create and maintain a suite of multimedia learning resources to support the development of information skills
- Define and develop enhanced library support for researchers at all levels

Objective 5. Ensure the library offers an appropriate and effective range of learning spaces
- Create an Archives Centre to provide access to the unique collections of the University
- Build on the success of the Saltire Centre to offer flexible learning spaces which respond to changing user need
- Ensure the support provided by librarians is highly visible and easily accessible
- Create consistent and regularly updated library signage

Objective 6. Create a welcoming, inclusive social space, online and on campus
- Ensure library website is consistent with best practice and develops in line with user behaviour
- Interact with users in the social media environments they choose

- Ensure the physical environment within the library is maintained and updated to provide a welcoming social space

Staff profile

The Library has identified staffing gaps in supporting the Archives, the Research Repository and Open Access Publishing. Work is underway to address these requirements through bids for additional resource and reconfiguration of existing establishment.

The library performs well in the staff survey, particularly in areas relating to job satisfaction and culture. An area for improvement is the staff working environment and it is planned to address this through reconfiguration of staff areas following the end of the decant of student services staff to the library.

Financial sustainability and income generation

The library aims to deliver services within budget and has been successful in doing so for many years. The library faces challenges in relation to above inflation price increases on electronic resources, licencing and hardware and software maintenance costs. The library participates in the Scottish Higher Education Digital Library (SHEDL) which delivers savings by consortial purchasing of resources for all Scottish HEIs. The library also takes advantage of UK national deals brokered by JISC and NESLi. Usage of resources is continually monitored and unused or little used resources are cancelled.

We will continue to seek external funding to deliver projects, particularly in relation to Archives.

SCONUL Strategic Data Set statistics for 2014-15 show GCU's staffing cost at 42.2% of total library expenditure is below the sector average of 44.6% (all universities) and is in the bottom quartile for new universities (mean 49.8%). GCU's spend on information resources at 43.6% of total library expenditure places the University in the top quartile for new universities (mean 38.6 %) and above average for all universities (mean 42.6%).

GCU's total library expenditure per FTE student is £277, this places the University in the bottom quartile for all universities (mean £422) and below average for new universities (mean £297).

Department Contribution to achievement of the 2020 Strategic Indicators

University Strategic Indicators and 2020 outcomes	Reference	Departmental activities and indicators (link to supporting strategies where appropriate)
Maintain a leading position for widening access Outcome: Top 3 in Scotland	*Widening access* *Articulation* *SFC Outcome Agreement*	*Librarian support for student study and research, including articulating and Advanced Higher Hub students (induction, classes, enquiries, appointments and drop-ins)*
Achieve excellent student satisfaction Outcome: 90% NSS satisfaction	*Strategy for Learning 2020* *NSS action plans* *ISB plans*	*Implementing roving customer service model* *NSS target 90% for Q.16* *iBarometer targets* *Physical library 91%* *The Saltire 97%* *The Base (now library desk) 97%*
Ensure positive outcomes for students and graduates Outcomes: Degree completion 80% Non-Continuation 7% Graduates in employment/study 95% Graduate level employment 75%	*Progression, retention, completion* *Graduate employment*	*Librarian support for student study and research, including articulating and Advanced Higher Hub students (induction, classes, enquiries, appointments and drop-ins)* *Provision of library resources*
Increase the proportion of research rated as world-class or internationally excellent in key areas of strength Outcome: 25% academic staff at 3*REF 2020	*Research Strategy 2020*	*Librarian support for the PURE Repository, Research@GCU (validation, advocacy, advice on Open Access publishing)* *Librarian support for researchers (induction, enquiries, appointments)*
Double income from commercial activities and knowledge exchange (Baseline and outcome tbc)	*Business, Innovation & Enterprise Strategy 2020* *SFC Outcome Agreement*	*Provision of library resources and librarian support*

University Strategic Indicators and 2020 outcomes	Reference	Departmental activities and indicators (link to supporting strategies where appropriate)
Diversify student population, growing the proportion of postgraduate and international students Outcomes: 20% postgraduate 15% international in UK +2,000 Transnational education students	*Internationalisation Strategy* *Postgraduate offerings* *Student recruitment activities* *Digital Strategy 2020*	*Implement and develop the edShare multimedia repository* *Support for researchers at all levels* *Support for distance learners* *Support for library services in GCU London and New York* *Support for TNE and work-based learning*
Enhance staff engagement and grow the proportion of academic staff holding doctoral and postgraduate qualifications Outcomes: 80% staff engagement 50% doctorate qualifications 80% postgraduate qualifications	*Strategy for Learning 2020* *Research Strategy 2020* *People Strategy* *Staffing profile, staff survey*	*1 member of staff undertaking study and research for Professional Doctorate* *Staff survey action plan*
Ensure financial sustainability Outcome: 3% surplus	*Financial Strategy* *Management of cost base* *Income generation*	*Deliver services within budget* *Participate in Scotland and UK wide consortial purchasing*