






Business Plan 2017

Context

Five key strategic themes guide the future development of the University.

AUT University Strategic Theme	Colour Key
Learning & Teaching	
Research & Scholarship	
Staff	
Engagement with Communities	
Continuous Development	

AUT University Library themes, objectives and priorities as outlined in both its [Strategic Plan 2012 – 2016](#) and the Business Plan that follows, are aligned with the [University Strategic Plan](#).

The Library Vision, Mission and Values are:

Vision	AUT University Library will be recognised as a leader in fostering the advancement of knowledge
Mission	<p>AUT University Library works as an integral, creative and responsive partner with staff and students in teaching, learning and research by:</p> <ul style="list-style-type: none"> • Acquiring, managing and enabling access to recorded knowledge • Conserving and communicating existing knowledge for the development of new knowledge • Empowering the AUT Community to be independent, life-long learners
Values	<p>AUT University Library values:</p> <ul style="list-style-type: none"> • Integrity, respect and compassion • Creative thinking and innovation • Commitment and achievement • Engagement and collaboration • Diversity and equity • Pursuit of excellence and best practice

Learning and Teaching

Objective	Priority	Business Activities	Responsibility	KPI	
OBJECTIVE 1: To provide information resources and services that encourage innovation in teaching and learning and enhance the curriculum	1.1	Acquiring, managing and providing access to information resources that support learning and teaching programmes	Selection of library information resources	IRS	
			Acquisition of library information resources	RAS	
			Cataloguing of library information resources	RAS	
			Processing of library information resources	RAS	
			Maintaining accessibility to library information e-resources	RAS/DS	1.2, 1.4
			Shelving of Library's physical collection	CLS	1.3
			Customer service enquiries & requests: front desk, help desk, email, telephone	CLS / IRS	1.3
			Loans: issuing, returning, overdue returns, recalls and fines	CLS	1.3
			Document supply: course reserve, e-reserve, Intercampus loan	CLS	1.3
			Collection management, promotion & maintenance	CLS/RAS	
			Evaluation & De-selection of library information resources	IRS/RAS	
	1.2	Delivering services that ensure equitable access for all users and enhance student success	Help & Lending Service Desk	CLS	
			One-on-one consultations	IRS	2.1
	1.3	Using new technologies to improve access to information resources and the delivery of services	Web services	DS	1.2, 1.4
Library Services Platform (Sierra)			DS	1.3	
Online guides, tools and tutorials			IRS	1.1, 1.2	
Library Chat Service			CLS		
OBJECTIVE 2: In partnership with other University staff, provide research skills development as a basis for lifelong learning & real world problem solving	2.1	Delivering research skills development according to international best practice	Information Literacy Programme	IRS	1.1
	2.2	Working with academic staff to integrate research skills development into the curriculum	Academic Liaison	IRS	1.1

Projects & New Initiatives See J:\PVC_Research\Library work space\Library-Wide\Projects & New Initiatives

Project/Initiative	Year	Responsibility	Status	Objective
Talis Aspire (e-Reporting)	2016+	LE	In progress	1.1

Research and Scholarship

Objective	Priority	Business Activities	Responsibility	KPI
OBJECTIVE 3: Provide information resources and services that support research the growth of a vibrant academic learning community	3.1 Acquiring, managing and preserving information resources to support research and scholarship	Selection of library information resources	IRS	2.1, 2.2
		Academic Liaison	IRS	
		Acquisition of library resources to support research	RAS	
		Cataloguing of library resources	RAS	
		Oversees the operation of and access to electronic resources	DS	
	3.2 Ensuring the provision of research skills development	Information Literacy Programme	IRS	1.1
	3.3 Providing advice and services to support the research and scholarly communication process	Lending Services: supports staff and postgraduates to access scholarly material of other library collections	CLS	2.2
		Research Support: specialised information services for researchers & postgraduates	IRS, DS	2.1, 2.2
		Access to scholarly information world-wide	DS	2.2
		Document Supply: Inter-library loan	CLS	2.3
OBJECTIVE 4: Provide open access to AUT research outputs for the advancement of knowledge and the benefit of the wider community	4.1 Promoting the importance of open access to publicly funded research for the benefit of the wider community	Promotion via IRR, seminars & open access week activities	DS / IRS	2.4
	4.2 Managing the storage, preservation and access to AUT research outputs	Institutional Research Repository: Coordinate content for the IRR in consultation with research staff	DS / IRS	2.4
	4.3 Developing policies and good practices related to the operational management and accessibility of research data	Scholarly Commons Advisory Group	DS / Lib-wide Team	2.4
		Scholarly Communications	DS	
		LibGuides	IRS	

Projects & New Initiatives See J:\PVC_Research\Library work space\Library-Wide\Projects & New Initiatives

Project/Initiative	Year	Responsibility	Status	Objective
Hard Copy Thesis & Dissertations	2015 +	LMT (IRS/CLS)	In progress	4.2
Open Access Publishing	2016	LMT (DS)	In progress	4.1
Research Data Management	2016	LMT	In progress	4.3

Staff

Objective	Priority	Business Activities	Responsibility	KPI	
OBJECTIVE 5: To ensure that the Library is a vibrant, achievement-oriented and rewarding place to work	5.1	Attracting, retaining and developing high quality staff	Staff recruitment: co-ordinates and monitors Library staff recruitment and induction processes	LMT (CS)	
	5.2	Providing opportunities for staff to develop their capabilities, contribution and well-being	Staff development: develops, implements and evaluates Library staff training and development	LMT (CS)	3.3
	5.3	Enhancing staff satisfaction and opportunities for engagement in the continual development of the Library	Engaging staff: library-wide events; monthly staff development/information sessions	LMT (CS)	3.1
	5.4	Celebrating and recognising staff contributions and successes	Acknowledgement through library-wide events; weekly newsletter; management meetings; team meetings	LMT (CS)	3.1
	5.5	Providing an attractive work environment, with appropriate equipment, facilities, systems and technology	Planning, acquisition and management of resources	LMT	3.1
Space planning: providing an attractive physical environment			LMT	3.1	
OBJECTIVE 6: To grow the Library's capability and performance	6.1	Increasing appointments of Māori and Pacific staff and building a staffing profile that reflects the diversity of the community	Staff recruitment: opportunities of cadetship for Māori and Pacific staff	LMT (CS)	
	6.2	Promoting a positive and inclusive culture that celebrates diversity and encourages collaboration and partnership with the wider community	Participation in collaborative projects and new initiatives: library-wide; AUT; external	LMT	3.1
			Communications: regular communication with staff; weekly newsletter	LMT (CS)	3.1
	6.3	Enhancing leadership and management capability and performance	Staff development: provision of leadership & management development opportunities and business activities	LMT (CS)	3.3
	6.4	Encouraging innovation in the development and delivery of services	Participation in projects and new initiatives	LMT	3.1, 3.3
6.5	Ensuring that actions reflect the values of the Library and the University	Staff induction	LMT (CS)		
		Staff performance management	LMT		

Projects & New Initiatives See J:\PVC_Research\Library work space\Library-Wide\Projects & New Initiatives

Project/Initiative	Time	Responsibility	Status	Objective
Health & Safety Management Committee	2016	LMT	In progress	5.2, 6.2

Engagement with Communities

Objective	Priority	Business Activities	Responsibility	KPI	
OBJECTIVE 7: To build strong and enduring collaborative relationships with AUT communities	7.1	Working with user groups and communities to identify changing information needs and to customise services to address those needs	AUT Relationships and Linkages: Representation of the Library on AUT Boards, Committees, and Working Groups	LE / LMT	4.2
			Activities and ad hoc projects for special interest groups	CS	4.1
			Academic Liaison	IRS	1.3, 2.2
	7.2	Strengthening commitment to the Treaty of Waitangi and to Māori as tangata whenua	Engagement with special interest groups: Library Māori Engagement Group	CS	4.1
	7.3	Enhancing the learning and research success of Māori and Pacific staff and students	Activities and ad hoc projects for special interest groups	CS	4.1
			Academic Liaison	IRS	
Information literacy programme			IRS		
	7.4	Engagement with AUT community: Social Media	Utilising a variety of social media channels to engage with users	SMOG	
OBJECTIVE 8: To strengthen and extend alliances with other national and international library and information organisations	8.1	Collaborating with other libraries and professional organisations to enhance the development of library services	External Relationships and Linkages: Participation in the wider library community as a member of relevant national and international organisations	LMT	4.2
			Participation in collaborative initiatives nationally and internationally	LMT	4.2
	8.2	Working with library vendors and suppliers to ensure the delivery of excellent services and resources	Relationship management	LE	
			Negotiation of contracts	LE	

Projects & New Initiatives See J:\PVC_Research\Library work space\Library-Wide\Projects & New Initiatives

Project/Initiative	Year	Responsibility	Status	Objective
Makerspace	2016	LMT	In progress	7.1

Continuous Development

Objective	Priority	Business Activities	Responsibility	KPI
OBJECTIVE 9: To ensure the Library's enduring viability and sustainability	9.1 Managing risks, costs and resources to deliver strategic priorities	Strategic & Business Planning	LE (CS)	5.1, 5.2
		Budget/Financial Management	LE (CS)	5.1, 5.2
		Human Resource Management	LE (CS)	
		Risk and Disaster Management	LE (CS)	
		Records Management	LE (CS)	
	9.2 Developing systems and processes to support continuous improvement and development	Quality: Internal Quality Assessments	LE (CS)	5.3
		Feedback & Input: planning, implementing and reviewing client surveys; evaluation of other surveys	LE (CS)	1.3, 2.2
	9.3 Benchmarking activities against national and international best practice	Collection and analysis of business statistics	LE (CS)	5.3
		Benchmarking	LE (CS)	5.3
OBJECTIVE 10: To ensure that the Library's facilities, technology and infrastructure create a vibrant environment for learning and research	10.1 Investing in technologies that enhance the management of information resources and delivery of services	Review and manage library systems, processes and technologies	LE/LMT	
		Access to well-equipped & maintained library spaces	LE (CLS)	
		Customer service management data (ServiceNow)	CLS	
		Library Web Site	LMT (WebOps)	
	10.2 Creating an attractive physical environment that satisfies the expectations of Library users	Space Planning	LE (CLS)	
	10.3 Providing a safe and healthy environment that promotes the well-being of staff and students	Health & Safety	LE	
	OBJECTIVE 11: To build the Library's reputation for the benefit of students, staff and the community	11.1 Communicating its strengths, contributions and successes	Communicating to stakeholders through various media about the Library, its resources and services	CS (CLS, IRS, SMOG)
11.2 Expanding and strengthening internal and external partnerships with key stakeholder groups		Participation in collaborative initiatives: internal and external; nationally and internationally	LE / LMT	
11.3 Providing a forum for debate on issues of concern or interest to the Library		Community engagement activities	LE / LMT	3.1

Projects & New Initiatives See J:\PVC_Research\Library work space\Library-Wide\Projects & New Initiatives

<i>Project/Initiative</i>	<i>Year</i>	<i>Responsibility</i>	<i>Status</i>	<i>Objective</i>
Review RFID options (stage one)	2015	LE	In progress	10
Emergency Management Planning/ Business Continuity Plan	2015 +	LMT	In progress	9
Data Warehouse Project	2015 +	LMT (CS)	In progress	9/10
- Implement service management software			In progress	
- Inclusion of e-resources			In progress	
- Establish a support committee	2016		In progress	
Ithaka S+R Surveys		LE (CS)	Pending	9.3
- Working with faculty to implement support strategies	2014 +		Pending	
- Action arising from student survey	2015 +			
Migration to AUTi/ Sharepoint	2015 +	LMT (CS)	In progress	9
Space Planning @ WA	2015 +	LE	In progress	10.2
Library Strategic Plan 2017 +	2016	LE	Pending	9,10,11

Overview of the Business Plan

The Library & Learning Support Services (LLSS) Business Plan has been developed with staff across the Library in the context of AUT University’s strategic direction and priorities, and AUT Library’s Strategic Plan.

The Business Plan supports the Library’s Budget Submission for the next three years by:

- Setting out the Library’s strategic directions;
- Providing a context for and setting out the specific objectives for the next 3 years;
- Outlining business activities, new focus areas and/or initiatives that the Library will undertake within this period.

The Business Plan links directly to team and individual work plans to ensure a joined up approach and a shared understanding of priorities and direction. The Plan will be reviewed and updated as part of the Library’s annual planning cycle.

The Library Executive and Library Management Team actively monitor and evaluate the Business Plan and its initiatives.

AUT University Library Planning Framework

Strategic Plan	Business Plan	Teams Work Plans
<p>Provides the strategic direction for LLSS, identifying the strategic objectives and priorities to guide the Library’s activities.</p> <p>Provides a statement of values that underpin the work of the Library.</p> <p>The AUT Library Strategic Plan has been developed to align with the AUT University Strategic Plan Themes</p>	<p>Identifies the activities that contribute to the achievement of the strategic objectives and priorities for the Library.</p> <p>Informs resource and budgetary decision making.</p> <p>Identifies KPIs for internal and external reporting and benchmarking.</p> <p>The Business Plan does not outline all operational activities of the Library, which instead are provided in the Teams’ Work Plans</p>	<p>Specifies the core activities and projects of the Team that contribute to:</p> <ol style="list-style-type: none"> 1. ‘business as usual’ 2. project work 3. new initiatives informed by the Business Plan
<p>Includes:</p> <ol style="list-style-type: none"> 1. Vision & Mission Statement 2. Values 3. Strategic Themes 4. Strategic Objectives 5. Strategic Priorities 	<p>Includes:</p> <ol style="list-style-type: none"> 1. Activities and new initiatives aligned to Strategic Themes, Objectives and Priorities 2. KPIs for reporting and benchmarking 	<p>Includes:</p> <ol style="list-style-type: none"> 1. Business Activities 2. Projects 3. Measures 4. Responsibilities 5. Timeframes

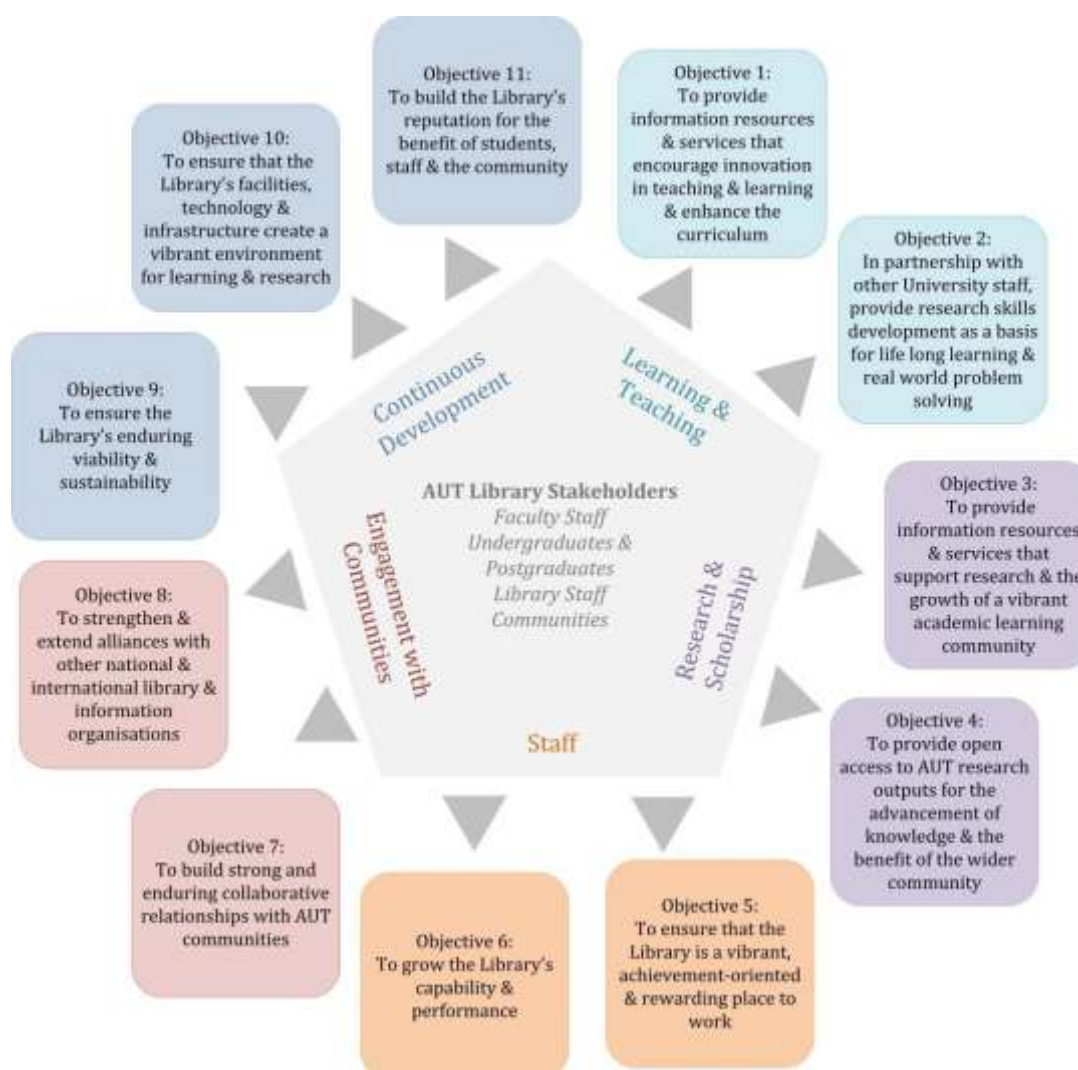
AUT University Library Teams' Core Activities

Campus Library Services	Corporate Services	Digital Services	Information & Research Services	Learning Support Services	Resources & Access Services
<ul style="list-style-type: none"> • Document Supply • Collection Management: <i>Access & Storage</i> • Facilities Management • Lending 	<ul style="list-style-type: none"> • Business Planning & Quality • Communications & Business Information • Executive Support • Office & Records Management • Staff Recruitment & Development 	<ul style="list-style-type: none"> • e-Resources • Library Services Platform • Library Website • Monitoring & Reporting • Research Repository • Social Media • Systems Support 	<ul style="list-style-type: none"> • Academic Liaison • Collection Development • Information Services • Research Skills Development • Research Support 	<ul style="list-style-type: none"> • Acquisitions • Cataloguing • Collection Management: <i>Access & Maintenance</i> • Meta Data Creation • Processing 	

Alignment with Strategic Themes & Objectives

The following diagram illustrates the alignment of the LLSS Strategic Objectives with AUT University Strategic Themes.

Library & Learning Support Services Strategic Themes & Objectives



LLSS staff contribute to the achievements and objectives of Strategic and Business Plans. The following chart identifies contributions and responsibilities of each of the LLSS teams against specific strategic objectives and priorities within the current planning period.

AUT University Library Teams' Alignment with Strategic Objectives

	Strategic Objective										
	1	2	3	4	5	6	7	8	9	10	11
Library Management (LE/LMT)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Campus Library Services (CLS)	✓		✓		✓	✓	✓	✓		✓	
Corporate Services (CS)			✓	✓	✓	✓	✓	✓	✓	✓	✓
Digital Services (DS)	✓		✓	✓	✓	✓	✓	✓		✓	
Information & Research Services (IRS)	✓	✓	✓	✓	✓	✓	✓	✓		✓	
Learning Support Services (LSS)	✓	✓			✓	✓	✓		✓	✓	✓
Resources & Access Services (RAS)	✓		✓		✓	✓	✓	✓			