Libraries and Learning Services
Te Tumu Herenga

VISION AND STRATEGY 2017-2021

‘Ko au te tumu i herenga ngā waka’
I am the main tethering post for the vessels
Dr Merimeri Penfold

Te Tumu Herenga (The chief tethering post) is the Māori name for Libraries and Learning Services and reflects the purpose of our vision and strategy. The vision and strategy acts as the chief tethering post for Libraries and Learning Services, informing everything that we do. It is also our link between the past, the present and our future.
This document outlines how we will contribute to the vision and aspirations of the University’s strategy, and how we will add considerable value.

Libraries and Learning Services has evolved continuously over a prolonged period of time in an environment of ongoing change. Libraries and Learning Services has seen expansion of its remit and role to encompass Student Learning Services, Career Development and Employability Services (CDES) and research outputs systems and support (Symplectic). As a result of this, Libraries and Learning Services is in a unique position to support and develop learning, teaching and research at the University, in partnership with faculties, LSRIs and other service divisions.

This vision and strategy is built on strong foundations, and on the acknowledgement that we cannot stand still given the drivers for change at a local and global level. Consequently, this vision and strategy sets out the next phase in Libraries and Learning Services transformation to meet the needs of our diverse community.

We do this through our focus on people – He aha te mea nui o te ao? He tangata, he tangata, he tangata/ What is the most important thing in the world? It is the people, it is the people, it is the people

Our commitment to Te Tiriti o Waitangi and our desire to embed this in our work is articulated within the strategy. Libraries and Learning Services acknowledges the distinct status of Māori as tangata whenua and is committed to developing our understanding of Te Tiriti o Waitangi and what it means for us.

Enabling student outcomes and success

Enabling researcher outcomes and success

Delivering service excellence

Relevant and fit for purpose resources and infrastructure

Our key strategic directions to achieve the University’s aspirations are:

- Scholarly collections, libraries and learning spaces, digital tools and infrastructure
- Libraries and Learning Services capabilities and how we work

Our students and staff make a positive and sustainable difference in the world by fulfilling their potential.

OUR MISSION

Libraries and Learning Services enables our students and staff to flourish by providing excellent opportunities, environments, services, resources, tools and expertise for learning, teaching and research.

OUR VISION

Our students and staff make a positive and sustainable difference in the world by fulfilling their potential.
# FUTURE TRAJECTORY

There are a number of key drivers shaping this Libraries and Learning Services vision and strategy. Our future trajectory is how we envisage the shifts in our focus, activity and roles over the next five years in response to these drivers.

<table>
<thead>
<tr>
<th>Strategic direction</th>
<th>We will see less of...</th>
<th>We will see more of...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student outcomes and success</strong></td>
<td>One-off and stand-alone programmes to develop skills&lt;br&gt;Generic, one size fits all approaches</td>
<td>Development of student capabilities and employability in the curriculum, in line with the graduate profile&lt;br&gt;Targeted and tailored programmes</td>
</tr>
<tr>
<td><strong>Researcher outcomes and success</strong></td>
<td>Embryonic and stand-alone services&lt;br&gt;Services and expertise available to a few</td>
<td>Scalability of services and expertise for all researchers, adding value to research outcomes and research impact&lt;br&gt;Services and expertise integrated into the University of Auckland research lifecycle</td>
</tr>
<tr>
<td><strong>Delivering service excellence</strong></td>
<td>Stand-alone services&lt;br&gt;Meditated access to services and resources&lt;br&gt;Boundaries / specific locations&lt;br&gt;Transactional services&lt;br&gt;Inconsistent and variable services</td>
<td>Integrations with University-wide approaches and collaboration with other services&lt;br&gt;Self-service and personalisation&lt;br&gt;Outreach into the physical and online environments&lt;br&gt;Specialist services and expertise&lt;br&gt;Consistent quality of services</td>
</tr>
<tr>
<td><strong>Scholarly collections</strong></td>
<td>Just in case collection building&lt;br&gt;Physical collections primarily on campus and in multiple locations&lt;br&gt;Our time spent on physical collections</td>
<td>Just in time collection building&lt;br&gt;Physical collections available in consolidated locations and increasingly on demand&lt;br&gt;Our time spent on digital collections and discoverability</td>
</tr>
<tr>
<td><strong>Libraries and learning spaces</strong></td>
<td>Many physical points of presence&lt;br&gt;Variable quality</td>
<td>Fewer physical points of presence&lt;br&gt;Higher quality on-campus experience</td>
</tr>
<tr>
<td><strong>Digital tools and infrastructure</strong></td>
<td>Standalone systems</td>
<td>Integration and interoperability of systems</td>
</tr>
<tr>
<td><strong>Libraries and Learning Services capabilities and how we work</strong></td>
<td>Fragmented organisation&lt;br&gt;Lack of workforce plan and learning and development strategy</td>
<td>Changes in roles, structures and practices to support strategic directions&lt;br&gt;Strategically aligned learning development opportunities for staff&lt;br&gt;Emphasis on learning agility, innovation, creativity and change&lt;br&gt;An evidence base to support developments and decisions</td>
</tr>
</tbody>
</table>
UNDERPINNING PRINCIPLES

The following principles will underpin our future direction and will be used to inform decision-making as we move to implement strategy. They have been chosen for their relevance to the Libraries and Learning Services context and aspirations, and their alignment to the University’s broader mission and values.

Success for all
We will be inclusive and equitable for all.

Through partnership
Integrated with the university, achieving through collaboration.

Streamlined and simplified
Ease of use, efficiency and effectiveness.

Value for money in everything we do
Sustainable, scalable.

Continuously improving how we work
Evidence-based, outcome-focused, flexible and adaptive, committed to our own learning, proactive and future-focused.

Stewardship
Especially of the distinctive and unique.

Our commitment to Te Tiriti o Waitangi underpins all of the principles and our aim is to embed this throughout our work.