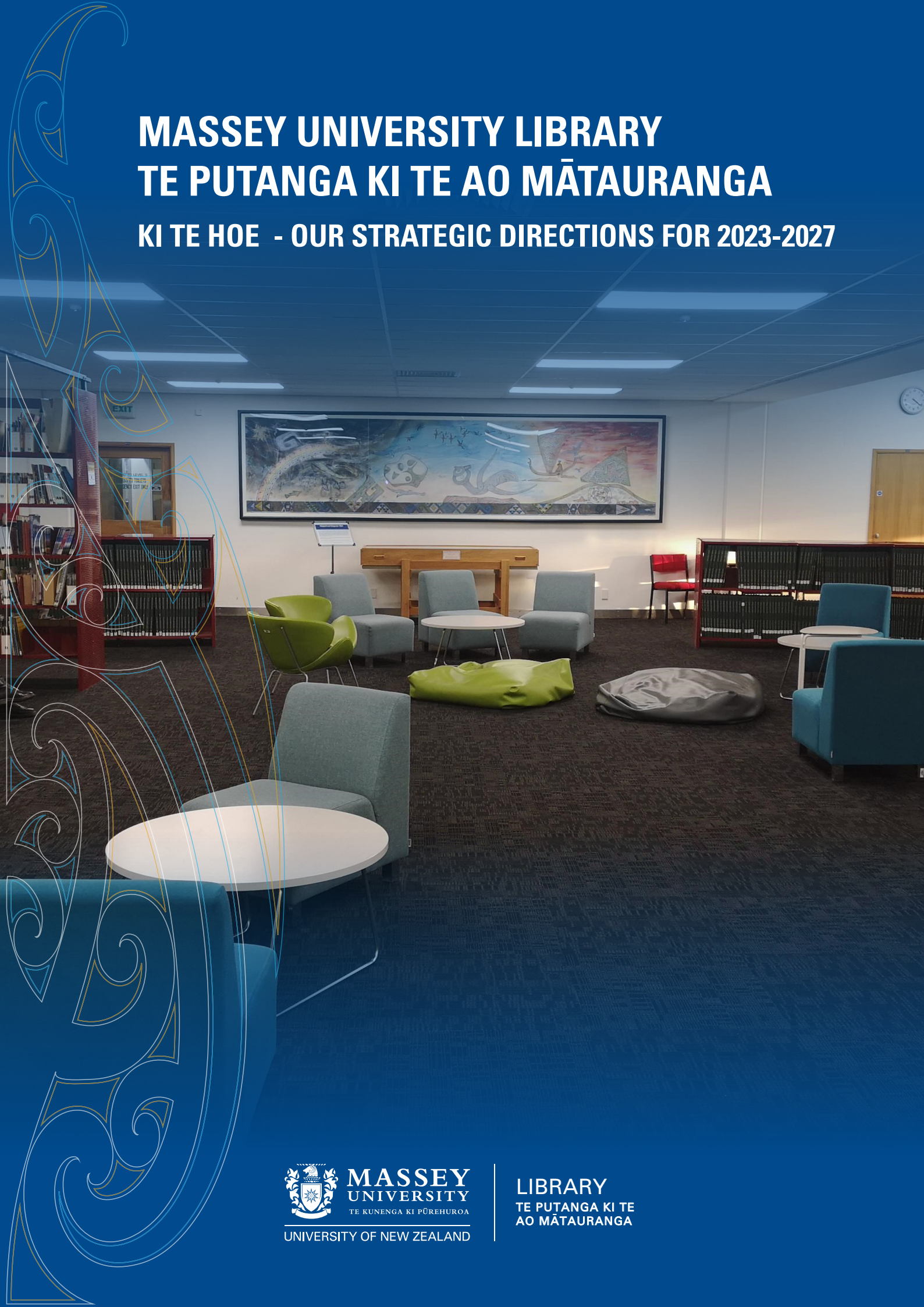


MASSEY UNIVERSITY LIBRARY

TE PUTANGA KI TE AO MĀTAURANGA

KI TE HOE - OUR STRATEGIC DIRECTIONS FOR 2023-2027



MASSEY
UNIVERSITY
TE KUNENGA KI PŪREHUROA

UNIVERSITY OF NEW ZEALAND

LIBRARY
TE PUTANGA KI TE
AO MĀTAURANGA

KI TE HOE

OUR STRATEGIC DIRECTIONS FOR 2023-2027

INTRODUCTION

As we emerge from the disruptive pandemic years, in challenging financial times, and with the 2022-2027 Massey University Strategic Plan in place, it is time to re-focus the efforts of Massey University Library to meet the changed and changing needs of our community and the complex issues facing our university. The Library's service is highly regarded by staff and students, we have a proud history of innovation and user-focus, and our library buildings are at the heart of each campus. We can build from this strong foundation, to achieve both the traditional and the transformative. We need to maintain what is essential in an academic library service and determine what additional value we can provide - in sustainable and scalable ways - to support the University's goals. A commitment to Te Tiriti o Waitangi, and the progressive indigenisation of our service, is central to all we do, as is the user experience and ensuring the Library provides significant value and impact for the Massey University community.

Ki te hoe has been developed by Library staff through consideration of the Massey University Strategy 2022-2027, draft Rangahau and Paerangi plans, and consideration of feedback from the Massey community through conversations and ongoing engagement. The purpose of *Ki te hoe* is to guide the priorities of Library staff in supporting the goals of the University.

Linda Palmer
University Librarian

ENGAGEMENT WITH THE MASSEY COMMUNITY

To inform the development of Ki te hoe, Library staff engaged with members of the Massey community to understand their experiences as Library users and identify issues of importance to them. Feedback boards were hosted in our buildings and conversations were undertaken with students in our Libraries, with students elsewhere on campus, students studying via distance, doctoral researchers, and academic staff. Based on the results of these interactions, several themes were identified that help inform our future actions:

Libraries are highly valued, with students based on-campus revealing a significant level of emotional connection and expressing satisfaction with buildings and spaces but with room for improvement (in furniture, variety of spaces, access to café facilities).

Students and staff value places where they can connect with each other (both face to face and online). This can be in the Library environment, sometimes elsewhere. When this is in the context of the Library, they see it as:

- a place to focus – students and some academics like the Library atmosphere and find it conducive to study
- a place of connection – they perceive value in connecting with others in library spaces. This begins with their arrival into the building and being greeted; manaakitanga is important.

Academic staff identified:

- the Library as the centre of the university – but ask are we living up to this?
- the value of Library staff – who provide manaakitanga, the opportunity to connect, and for the expertise of Subject Librarians
- Concerns about the ability of their students to afford textbooks or access eBook editions of textbooks because of publisher limits. The concept of textbook poverty emerged from these discussions.

This engagement highlighted that the Library has opportunities to raise awareness of and promote services.

Engagement activities also demonstrated that there is considerable untapped potential to work with our users as partners to develop and improve services.

KI TE HOE

This whakatauki has been used in the Library's 5-year plan since 2014 and has enduring relevance as a symbol of our shared direction and determination to work together to support the University's goals. The phrase can be translated as 'paddling in unison' but this requires leadership, strategy, skills and collaboration to make progress effectively and efficiently.

The Library's vision, mission, values and overarching goals were created by Library staff in 2015 and endure for this plan.

VISION

We stand as a world-class academic library. We embody excellence, innovation and evidence-based practice as we support teaching, learning and research

MISSION

We provide and enrich access to Te Ao Mātauranga (the world of knowledge) to advance excellence in scholarship and to achieve the goals of the University

VALUES

Our values represent the aspirations of our individual and collective behaviour. Guiding our actions and decision-making, our values are at the heart of everything we do.

Client-focused	<i>Our clients' needs and ways of working are central to what we do</i>
Pūkenga	<i>We value knowledge, learning, growth and sharing</i>
Integrity	<i>We are honest, responsible, accountable and act ethically</i>
Whanaungatanga	<i>We work in partnership to achieve more than we could do on our own</i>
Te Tiriti o Waitangi	<i>We are committed to Te Tiriti o Waitangi</i>
Respect Diversity	<i>We recognise, value and respect diversity and champion equitable access to information</i>
Open communication	<i>We are open and transparent in our communication and decision-making</i>

PLAN

The Library's core functions and goals have been aligned with the four pou in Massey University Strategic Plan 2022-2027, and our commitment to Te Tiriti o Waitangi is woven throughout.

POU RANGAHAU SCHOLARLY INFORMATION RESOURCES

GOAL: PROVIDE WORLD CLASS COLLECTIONS THAT SUPPORT THE UNIVERSITY'S TEACHING, LEARNING AND RESEARCH

The Library's unique role is the selection and provision of quality scholarly information. This is increasingly born digital or digitised to ensure wide discoverability and access. Digital content is a rapidly evolving area, ranging from evidenced based acquisition, to new models of open access and efficient resource sharing services, noting always the need for affordability and value for money. For both print and digital collections, it is essential that content is curated with appropriate kaitiakitanga and custodial care.

We will prioritise:

- continuing our 'digital first' approach to collections as appropriate, to best meet the needs of library users wherever and whenever they need them
- evidence-based management of collections to ensure maximum return on investment for the library budget and pursuing innovative solutions to contain the costs of scholarly information resources, with an emphasis on opportunities provided by open access
- curating, preserving and promoting the University Archives and the Library's special and rare collections, improving discovery and access through digitisation wherever culturally appropriate
- developing appropriate ways to enhance the discovery of, and access, to Māori resources
- upholding the mana of our collections by improving the conditions and storage of our unique print collections, and ensuring appropriate procedures are in place for Māori and other cultural materials

POU RANGAHAU SERVICES TO SUPPORT RESEARCH

GOAL: MAXIMISE THE LIBRARY'S CONTRIBUTION TO MASSEY UNIVERSITY'S RESEARCH GOALS

Enabling research excellence and maximising publication impact is a core library service which aligns directly with the University Te Pou Rangahau Plan. We do this through the provision of expert advice and support for:

- finding and managing research literature
- publishing and sharing research
- publication impact measurement
- creating researcher profiles, and
- research data management.

This is so that the University's collective research impact and excellence is recognised and valued in its widest sense, with due focus on Māori and Pacific research outcomes including impact on communities.

We will prioritise:

- strengthening partnerships with researchers and research support teams, contributing our expertise, and further developing our outreach and services to enhance University research outcomes and the wider impact of research activities on communities
- increasing our support for open and equitable access to high quality scholarly information and data, at all stages of the research life cycle
- reinforcing the importance of Library advice on publication and dissemination of research and use of ORCIDs to increase citation rates
- advocating for researcher profiles and the responsible use of subject-appropriate research metrics
- championing Research Data Management (RDM), to bring consistency and good practice to the management of research data throughout the University
- partnering with Māori staff to advocate for and support Māori data sovereignty
- embracing Mātauranga Māori through developing our own research expertise, and through raising awareness of resources and research
- fostering 'bibliodiversity': the wide range of services and platforms for research publication and communications, with a focus on identifying and showcasing New Zealand publishing platforms and those that champion indigenous knowledge development
- optimizing and investing in systems and services to publish, manage, and showcase Massey University's research outputs in all formats, particularly Massey Research Online (MRO)

POU AKO

SERVICES TO SUPPORT LEARNING AND TEACHING

GOAL: MAXIMISE OPPORTUNITIES FOR STUDENTS TO DEVELOP THE SKILLS AND ATTRIBUTES TO SUCCEED AT MASSEY AND BEYOND

In a world where mis- and dis-information are proliferating, information literacy is now more than ever an essential skill for academic success, employability and lifelong-learning. Library services support students in developing necessary digital, critical thinking and information literacy skills through self-service, point of need individual help and integration of these skills into courses. The Library is a valued partner in course and programme curriculum development and works to support the Pae and Actions of the University's Paerangi Learning and Teaching Plan.

We will prioritise:

- actively partnering with colleagues across the University to further develop the full set of core literacies which underpin student and staff success
- embedding Te Ao Māori authentically in Library teaching practice
- developing our services through authentic customer engagement and a deep understanding of the user experience (UX)
- providing multiple contact and service delivery channels for users to engage with library staff and services, to ensure equitable outcomes for all
- improving the creation and provision of self-mediated learning resources ensuring they are effective, intuitive, and are located at point of need
- designing participatory information literacy learning experiences, embedded into courses a point of need, to meet the needs of a diverse student audience in a sustainable way and give every student the best chance of success
- advocating for, and developing services, to enable increased use and creation of open educational resources (OER) to provide equitable access to knowledge for all
- ensuring our clients know about the range of library services available to meet their diverse and individual needs

POU TĀNGATA TĀNGATA – OUR PEOPLE

GOAL: DEVELOP AND SUPPORT SKILLED AND ENGAGED STAFF READY TO RESPOND TO AND DRIVE CHANGE

Recent years have provided an impetus for our staff to work in more flexible and collaborative ways. To meet the future needs of our changing environment, Library staff can build further on this new way of working and extend their digital confidence and capability, deepen their understanding of Te Tiriti o Waitangi and what it means to be Te Tiriti-led, and continue to uphold our positive workplace culture to ensure staff wellbeing.

We will prioritise:

Capability

- developing the capabilities we need for the future through empowering our people to grow, and through recruiting new people into the team as opportunities arise. Our priority capabilities for ongoing development are digital skills for librarianship, enabling leadership across all roles, and strengthening our knowledge and practice of te reo Māori, tikanga and Mātauranga Māori

Culture

- providing a supportive work environment that prioritises the health, safety and wellbeing of all staff
- developing a more inclusive and diverse workforce, embracing the different cultural values, experiences and strengths our people bring, to ensure we have a mana-enhancing work environment for all
- strengthening our whanaungatanga and culture of one unified library team, characterised by high levels of collaboration across campuses and teams
- encouraging kanohi kitea on all campuses so that the visibility of people enhances connections, fosters relationships and contributes to the vibrancy of campus life

POU TĀNGATA

LIBRARY GOVERNANCE AND OPERATIONS

GOAL: MAXIMIZE THE LIBRARY'S EFFECTIVENESS AND IMPACT IN PURSUIT OF OUR MISSION

Every service, resource and workflow must support the core objectives of the University, be as efficient and effective as possible, provide value for the corresponding investment, and ensure it is sustainable, in its widest sense.

We will prioritise:

- increasing our use of data analytics to inform evidence-based decisions and identify opportunities for workflow and service efficiencies
- adopting sustainable practices, and committing to, and reporting on how the Library works to achieve, the UN Sustainable Development Goals
- ensuring appropriate kaitiakitanga of our people and facilities including improving emergency incident and evacuation planning, and disaster recovery preparation
- confirming our service offer, ensuring our resources and services have a high ratio of value to cost and ensuring that Library services are understood and well-utilised by the University community

POU HONO

LIBRARY SPACES

GOAL: DEVELOP AND MAINTAIN OUTSTANDING CLIENT-CENTRED LEARNING SPACES, FACILITIES AND ACCESS TO RESOURCES

Our library buildings are at the heart of our campuses and provide places for quiet contemplation, connection and community, as well as easy access to information resources, technology and expert support. This requires the presence of Library staff prioritising manaakitanga and kaitiakitanga of our spaces to enrich the student experience and support learning, teaching and research.

We will commit to manaakitanga, te hononga and partnership by:

- developing welcoming and inclusive spaces and facilities, in partnership with our users and with a deep understanding of the user experience (UX), to promote learning and collaboration
- maximizing the opportunity to transform the Manawatū Library, prototyping and testing space design and layouts through ongoing engagement with our users
- providing a critical place of connection for staff, students and our communities at our libraries, recognising the value of kanohi ki te kanohi interactions
- ensuring our spaces and engagement events celebrate our location in Te Moana Nui a Kiwa and Te Ao Māori

POU HONO DIGITAL LIBRARY

GOAL: DEVELOP A WORLD-CLASS ONLINE LIBRARY THAT IS RESPONSIBLE, CLIENT-CENTRED AND EQUITABLE

Providing fast and intuitive discovery of, and access to, the scholarly resources and services provided by the Library is essential and is underpinned by efficient and effective digital workflows. Maximising the investment in the new library services platform is central to this, as is the user experience and ensuring Library users are fully aware of the digital resources and services available to them.

We will prioritise:

- improving the discoverability and accessibility of our collections, and our ability to supply non-held content to staff and students
- building expertise with our new library services platform and learning to use its capabilities to enhance every user's experience
- developing our analytics and user engagement capability to provide an evidence base for improvements to our online services
- supporting the development of library staff's digital literacy skills and use of digital workflows, to empower staff to work with greater efficiency and effectiveness
- advocating for the increased visibility of Māori text and images in online platforms and environments





LIBRARY
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Cover photo: Ngā Kupu Ora, Manawatū Library, 2023
Photo Credit: Kat Cuttriss

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