



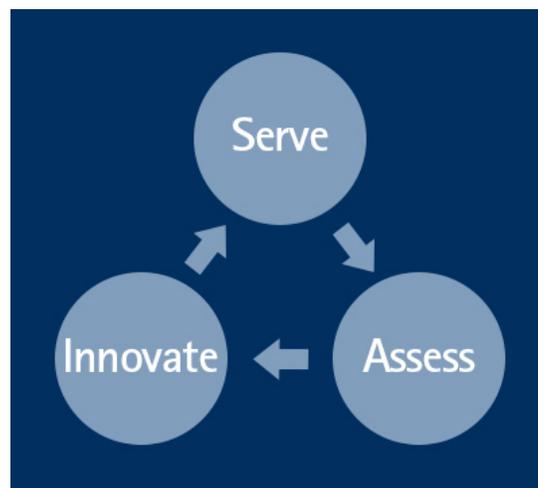
جامعة الملك عبد الله
للعلوم والتقنية
King Abdullah University of
Science and Technology

University
Library

STRATEGIC PLAN, 2017—2022

Submitted on behalf of all University Library Staff by

Library Director October 2017





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Introduction

The KAUST University Library's Strategic Plan is a working document, updated annually at our planning retreat. The objective of our strategic plan is to show us where we are going (vision) and how we will get there (values and goals). It also identifies challenges and suggests strategies for success. The plan places our ongoing operational work and our strategic projects into a shared context, so that we can all participate in developing the University Library.

Mission

The University Library builds on best practices in information and knowledge management to support KAUST's advancement, preservation and dissemination of scientific knowledge for the public good, and to serve as a beacon for future generations.

Vision & Values

The University Library aspires to be one of the world's great scientific research libraries. We act according to KAUST's values of achievement, passion, inspiration, citizenship, diversity, integrity, and openness.

Achieving our mission will rely on :

- Creating a culture of excellence and leadership
- Having transparency around decisions and priorities, and being comfortable giving feedback and sharing ideas
- Embracing innovative approaches to improve the user experience of services, collections, space, facilities and technology

Our Environment

This section identifies our current state: our most significant strengths and challenges, both internal and external. Attaining our vision may require developing new strengths while resolving current challenges.

Strengths

- Staff diversity in cultural heritage, professional experience, age and educational status
- Opportunities for learning and development
- Staff can often adopt new technologies quicker than our peers given that we are unencumbered by traditional approaches and legacy operations
- High quality service orientation, team spirit and co-operation amongst staff
- Award winning physical space that is inspirational and greatly appreciated by the community
- Strong and specialized collection is resourced to meet evolving user needs
- Strong direct publisher relations and recognized excellence in contributions to major library associations programs (both regionally and internationally)
- Library engagement in the Gulf has established our position as a regional leader

Internal Challenges

- Staff are highly specialized and small in number, which makes cross training and backup support more challenging
- Library staff have noted challenges in project and time management as well as in setting priorities

External Challenges

Our location presents some challenges in:

- Attracting and retaining quality staff; vacancies often take a long time to fill
- Accessing hands-on demonstration and evaluation opportunities from a full range of relevant technology and resource vendors
- Engaging professionally in a local environment where KAUST's language of instruction is not the local language

Long-term Goals

Our goals were influenced by our previous years' experiences and themes identified from recent trend reports published by organizations such as New Media Consortium (NMC), American Library Association (ALA) "Center for the Future of Libraries", Gartner Inc., International Federation of Library Associations (IFLA) and the Association of College and Research Libraries (ACRL). Themes of particular relevance are: Open Access, Research Data Services, Digital Preservation, Artificial Intelligences, Collective Impact, User Experience, Information Literacy, Rethinking Library Spaces, 'Library as a Platform' and Library Assessment.

We have identified our goals and combined these under a framework of three strategic areas - **Service, Assessment and Innovation**.

Services goals support KAUST's advanced academic and research missions, by engaging with the community and providing world class library services.

- To provide effective access to information and resources that support the KAUST community's pursuit and advancement of scientific research and multidisciplinary collaboration
- To preserve KAUST research and activities, and enable its sharing broadly to support its benevolent application as a beacon for future generations
- To create virtual and physical spaces and facilities as a platform in support of scholarly and community engagement

Assessment goals aim to discover the impact, value, experience and satisfaction of services among the user community; and also to inform improvement strategies.

- To develop and improve our services and facilities by providing an increasingly enriched user experience
- To continuously improve our procedures, workflows and succession plans to support of business continuity in a time of staff turnover

Innovation goals identify opportunities to study, research, develop and experiment with new tools, systems, services and policies to transform our services for improved user experiences.

- To undertake research and development of innovative technologies and solutions that support better user experiences, through collaboration with internal and external leaders
- To ensure that library staff are equipped with advanced knowledge and skills through learning and development partnerships and opportunities

Short-term Goals: 2017-18

While the University Library has many short-term goals, we prioritize those which advance the long-term vision and objectives described above. Below are goals for 2017-18 which advance these priorities. They are grouped in the same areas as above, although most meet more than one objective. A number has been added to each goal to assist tracking through the University Library project management system.

Service goals to support the University, e.g., collections, training, scholarly communication, preservation, space, records management, outreach, processes and policies, etc.

- Expand our preservation capabilities to meet our electronic records needs (S1)
- Expand our role as the comprehensive institutional resource for information on KAUST scholarly publications and output (S2)
- Expand our Saudi library outreach program to involve multiple collaborations with research libraries and other strategic partners (S3)
- Develop an increased marketing and communications capacity and strategy (including social media - S4)

Assessment goals for improvement, e.g. user experiences, establishing value, etc.

- Develop a process for collection assessment to ensure our collections meet the highest standards and satisfy community needs (A1)
- Initiate a process to assess services and systems for effectiveness through User Experience (Ux) studies (A2)
- Assess different training programs offered by the University Library to improve the relevance and participation level (A3)
- Review the University Open Access Policy, analyze its compliance and identify the changes in its scope (A4)
- Review the University Records Policy and update to support our long-term preservation goals (A5)
- Evaluate and improve the library systems (include the repository and library management systems) to meet the current and future needs (A6)
- Assess and monitor user satisfaction with the library space and interior design, ensuring priority to flexibility and the integration of technology (A7)

Innovation goals, e.g. new experiments, research and learning, collaborations, etc.

- Experiment with projects that use emerging technologies (e.g. artificial intelligence, robotics, natural language processing etc.) to improve library services and information discovery (I1)
- Align our professional activities with those organizations which are leaders in the library and information domain (I2)
- Research the skill set needs of the community and develop new library training modules and courses to cater for gaps (I3)
- Research the need for comprehensive research data services, through the formation of designated Research Data Management Interest Groups (I4)

Process & Assessment

Our goals will be achieved through departmental planning and through the PMP process to ensure individual goals cohere to support departmental and institutional goals. We evaluate our progress regularly and will revise this plan next year in our 2018 Retreat.