OUR MISSION
To inspire Imperial’s communities of learners and researchers by connecting them to information and expertise.

OUR VISION
We will provide first-class, user-focused services, expertise and spaces. We will enable learners and researchers to navigate the changing information landscape, working in an innovative, proactive and agile way.
Our values

Our values underpin our service centric approach to delivering our mission. We will:

- strive for integrity and transparency, respecting our colleagues and users
- listen to our users and endeavour to understand their requirements, putting our diverse College communities at the centre of our services
- aim for innovation using proactive work practices to deliver creative and robust services
- strive for excellence, seeking to always be professional with our colleagues and users
- collaborate and form partnerships within the College and with other organisations to bring benefit to our users and enhance our services
- remain committed to our staff’s growth to optimise their talent and to learn new skills that will underpin our evolving service
- remain committed to enabling the learning opportunities of our users and staff

STRATEGIC PRIORITIES

1. We will develop services to support all of Imperial’s communities

2. We will enhance the impact of College’s research through the development of researcher-focused services

3. We will ensure that our physical spaces are inspiring for learners and researchers and remain appropriately located and relevant to their evolving needs

4. We will optimise our digital spaces to ensure that content and services are discoverable and accessible

5. We will develop our people by creating an enabling culture and we will embrace innovative ways of working

6. We will seek to contribute sector leadership, being bold, courageous and innovative
Introduction

We take pride in the fact that our delivery of customer-focused services is recognised by our users. That Library Services remains central to students is evidenced by the continuing rise in the use of the College’s physical library spaces ahead of the overall rise in student numbers, despite the fact that over 90% of the Library’s resources are available online. Building on the achievements undertaken during the period of this rolling strategy, which was first developed in 2014, we will continue to be a valued partner contributing to the College’s learning and research activities and aligning services to our users’ needs. The changing higher education policy environment for both teaching and research, the renewed evidence-driven patient care emphasis of our NHS partners, combined with other new opportunities presented by cross-campus developments has resulted in a transformation of service needs. In delivering the strategy, we wish to seize the opportunity to create an environment which fosters exploration and innovation.

Our strategic plan is underpinned by an operational plan and both are reviewed annually. This version reflects revisions undertaken in 2019 and in the spring of 2020 following the COVID-19 pandemic outbreak.
We will develop services to support all of Imperial’s communities

CONTEXT

- The Government’s focus on teaching excellence and its implications on the skills required for effective learning and for evidencing learning gains
- Our communities of users are diverse, ranging from prospective students through to alumni and including our NHS and Crick partners. Our services need to support their diverse needs
- The publication and implementation of the College Learning and Teaching Strategy¹
- The College Curriculum Review programme, pedagogic review and the opportunities for evolving teaching practices and learning support
- Our evolving relationships with our NHS partners as reflected in our parallel strategy for our NHS partner libraries
- The need to refocus to the online delivery of relevant services during the COVID-19 pandemic outbreak and the global recovery, and to ensure parity of experience

KEY DELIVERABLES

1.1 We will work with our College partners to develop and deliver services to enrich the College’s distinctive education and student experience

1.2 In collaboration with our College partners we will develop services and resources which are personalised, relevant and welcoming for our prospective and pre-sessional students

1.3 We will work with our healthcare partners to support their endeavours to translate research into practice and deliver evidence-based patient care

1.4 We will develop services to enhance the experience of taught students and will seek ways of evidencing outcomes

1.5 We will support those who teach, including through the ongoing development of our Reading Lists service

1.6 We will seek to actively support outreach activity by working in partnership with Student Recruitment and Outreach

¹ www.imperial.ac.uk/learning-and-teaching-strategy
STRATEGIC PRIORITY 2

We will enhance the impact of the College’s research through the development of researcher-focused services

CONTEXT

- Funders are taking an increasing interest in open research practices and are asking those who benefit from public funds to support research to publish their findings open access and to make their research data available
- The upcoming Research Excellence Framework (REF) exercise (REF 2021) will include all researchers. To be eligible for submissions, outputs must have been made available in a repository within timescales set out by the REF policy
- Open access to outputs and research data gives the opportunity to maximise access to and the impact of College research
- A group of funders, including UKRI and the Wellcome Trust, have formed cOAlition S and have set out robust aims to accelerate the transition to open access. The implications for Imperial, a research-intensive university, are significant both from the perspective of academic choice of publication venue and potential cost to the institution and funders
- The complex funder and publisher policy landscape and emerging publishing business models are creating complexity during the transition to open science. Opportunities exist to minimise the administrative burden during that transition
- The publication of the College Academic Strategy which focuses on collaboration to address pressing societal challenges
- The COVID-19 pandemic outbreak has resulted in renewed urgency for immediate sharing of research and data and an opportunity to support and promote College research in this area
KEY DELIVERABLES

2.1 We will continue to work in partnership with the research community and other College stakeholders to develop and deliver services to support and enable a transition to open science.

2.2 We will continue to take a lead in the development of policies which support open science amongst the wider HE community in a way that maximises the retention of re-use rights.

2.3 We will evaluate opportunities to develop our services and build our expertise in order to maximise the visibility and impact of the College’s research outputs.

2.4 Through engaging with our researchers, we will continue to enhance our understanding of their needs.

2.5 We will promote and support good data stewardship.

2.6 We will promote and support responsible and appropriate use of metrics.
STRATEGIC PRIORITY 3

We will ensure that our physical spaces are inspiring for learners and researchers and remain appropriately located and relevant to their evolving needs

CONTEXT

- We continue to see increased use of physical library spaces, often over and above what might be expected as a result of student growth and the increased availability of online content
- The College continues to develop facilities at White City Campus and has announced the sale of its St Mary’s Campus property. This will result in a re-profiled student body across all campuses
- Students require a variety of working environments, from the silent to the technologically rich collaborative spaces. The provision of such spaces in a neutral environment, alongside relevant services, remains important to them
- The College Space Sharing Programme gives new opportunities for considering all learning spaces holistically

KEY DELIVERABLES

3.1 As the Business School and the Faculty of Medicine visions develop, coupled with developments at the White City Campus, we will propose an appropriate model for learning spaces and library services to support research and teaching on campuses at which students and researchers are based

3.2 We will contribute to the Faculty of Medicine planning for the co-location of undergraduate facilities at the Charing Cross Campus through membership of the student engagement working group

3.3 We will explore use requirements for library services at the White City Campus through an extensive user experience (UX) project working with a wide range of stakeholders

3.4 We will continue to advocate for the development of the Central Library basement where a feasibility study has demonstrated that we could incorporate up to 200 additional study spaces. This project is currently on the College Capital Plan but is unfunded

3.5 We will regularly evaluate the user experience of all library spaces

3.6 We will review library research and learning space provision across all campuses to ensure that it remains relevant to evolving teaching, learning and service requirements
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STRATEGIC PRIORITY 4

We will optimise our digital spaces to ensure that content and services are discoverable and accessible

CONTEXT

• At the heart of the Learning and Teaching Strategy3 is a renewed focus on digital learning which recognises that online learning and digitally enhanced teaching create opportunities for the delivery of innovative education

• The College's education and digital strategies are being developed to be at the forefront of e-learning

• With 92% of the Library Services content budget being spent on online resources it is essential that those resources are discoverable, accessible and usable by Imperial's communities

• New and emerging teaching methods continue to blend the online with the face to face

www.imperial.ac.uk/learning-and-teaching-strategy
• The increased uptake of mobile technologies affords the opportunity to deliver new services to wider audiences
• The rapid move to online delivery of services following the COVID-19 pandemic outbreak

KEY DELIVERABLES

4.1 We will work with those developing the Learning and Teaching Strategy implementation plan to ensure that library services remain relevant and aligned

4.2 We will continue to work with publishers to ensure that their content is available in the most appropriate way for teaching and research use

4.3 We will continue to carry out UX research to ensure our online services meet the needs of Imperial’s communities

4.4 We will continue to support the College’s development of blended learning, online-only programmes and Massive Open Online Courses (MOOCs)

4.5 We will deliver more support, teaching and training online making it accessible whenever and wherever it is needed
STRATEGIC PRIORITY 5

We will develop our people by creating an enabling culture and we will embrace innovative ways of working

CONTEXT

• The opportunities to build on previous successes by continuing to identify opportunities to streamline processes and focus on user-centred services
• The opportunities to harness the growing inter-operability between College systems e.g. Banner (student information management system)
• The opportunities presented by the increasing availability of data and analysis tools to support decision-making
• The opportunity to embed the recommendations of the College Equality, Diversity and Inclusion Strategy into our work
• The increasingly collaborative nature of our work including cross-team and cross-department working for system and policy changes, and other work activity
• A recognition that some areas of work require the development of new skills (e.g. increased and more widespread remote working, analytics and bibliometrics)
• Our track record and successes using Operational Improvement (OI) and continuous improvement methodologies and the opportunities to build on those skills to improve our day-to-day operations
• Our desire to create an enabling culture that empowers non-hierarchical decision-making

www.imperial.ac.uk/equality/governance/strategy
KEY DELIVERABLES

5.1 We will continue to re-engineer and refine our workflows across Library Services to improve efficiency, including seeking integration with College systems in order to enhance our processes and services.

5.2 We will continue to make evidence-based decisions and we will develop our business intelligence and analytical capabilities to inform our work and to support others.

5.3 We will continue to review the impact of any proposed process or service change from our users’ perspectives including consulting or seeking feedback as appropriate.

5.4 We will take advantage of the improved data available from the implementation of new College systems.

5.5 We will embed a culture of professional talent development, to ensure that we have the skills to support new areas of work and which reflect our service needs and the development needs of our staff.

5.6 We will cultivate a staff organisation where all members are encouraged and supported to take ownership of and responsibility for their area of work.

5.7 We will review our recruitment processes to ensure that they afford opportunities to a diverse candidate pool.
STRATEGIC PRIORITY 6

We will seek to contribute sector leadership, being bold, courageous and innovative

CONTEXT

• The library sector survives and thrives through collaboration and innovation and we wish to continue to play a part in those collaborations
• Imperial College London has led some of those collaborations, including most recently the highly successful UKRR programme, now provided as a service by the British Library
• Our staff possess recognised expertise in many areas and we wish to contribute this expertise to the wider community effort

KEY DELIVERABLES

6.1 We will continue to lead the initiative to develop and implement a model institutional open access policy for UK universities, including supporting those in other copyright jurisdictions to develop their own versions of the model

6.2 We will take a proactive approach to supporting and encouraging relevant colleagues to contribute their expertise with the wider community

6.3 We will continue to act as development partners with third party suppliers and to seek new partnership opportunities, where appropriate
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