

ual:

**Library and Student
Support Strategy
2018–21**

Introduction

This is the first Library and Student Support Strategy. It articulates how the Library and Student Support Services Directorate aligns with the key priorities of the University Strategy, as well as with the University's Academic Strategy, Learning, Teaching and Enhancement Strategy and Research Strategy. It also takes account of the ever-changing context of UK Higher Education and other external factors beyond HE.

The Strategy brings together the work of Library Services, Student Services, Academic Support and the International Student Experience, including Language Development, to '*provide students with integrated academic and pastoral support to enable the development of creativity and resilience so they can fulfil their potential and get the best from their university experience*' (Academic Strategy, 2018–20). It reflects our commitment to develop an inter-connected and holistic offer that is responsive to the different academic profiles of the Colleges and to the needs of our diverse communities as well as our commitment to social justice and ethical sustainability. It demonstrates how high quality Library and Student Support Services form part of the '*total learning environment and community, which is both physical and digital*' (Academic Strategy, 2018–20). In these ways the Directorate is at the core of the academic life of the University and integral to the student experience.

The vision, mission and values stated in this Strategy seek to unify and guide our work whilst the strategic priorities act as an effective framework for combining our different areas of expertise in order to maximise their strategic value. The new Strategy also provides increased opportunities for the co-creation and co-delivery of excellence and innovation that will extend and enrich our offer during the next three academic years. It is our expectation that this Strategy will deliver many tangible developments as well as more subtle enhancements that will directly benefit our students and staff, and other key communities linked to the University.

**Student
Services**

**Library
Services**

**Academic
Support**

**International
Student
Experience**

Vision, mission, values and strategic areas

Our vision

The delivery of integrated academic and pastoral support to enable the development of creativity and resilience so that students can fulfil their potential and get the best from their university experience.

Our mission

To provide high quality anticipatory and responsive library and student support offers that are tailored to meet the needs of our students and staff, and that are reflective of UAL's academic profile.

Our core values

- Being student-centred, accessible and inclusive
- Celebrating diversity and respecting individuality
- Encouraging curiosity and supporting risk-taking to enable creativity and resilience
- Being committed to critical reflection and continuous improvement
- Innovating and leading in our areas of professional and academic expertise
- Forging effective and creative collaborations internally and externally

Our four strategic areas

The Strategy aligns with the key priorities of the University Strategy 2015–22 so our top level aims and objectives focus on four strategic areas:

- Transformative education
- World-leading research and enterprise
- Communication and collaboration
- An inspirational environment

Transformative education

We will play a leading role in supporting, empowering and inspiring students to fulfill their potential and ensure their wellbeing, and work collaboratively with colleagues to improve student retention, attainment and satisfaction.

We will do this by:

- Developing joined-up and anticipatory practices for academic support and wellbeing that enhance student learning, creative attributes, confidence and agency
- Facilitating students' sense of belonging and engagement with UAL from pre-arrival through to graduation and beyond through a range of offers tailored to the different stages of the extended student journey
- Promoting equality, diversity and inclusivity for students through our library and student support provision and through our advocacy for an inclusive pedagogy and organisational culture
- Creating opportunities for students to come together in face-to-face and virtual spaces in communities of their choice that complement and align with their programme and college
- Leading a whole institutional approach to increasing awareness of and support for mental health matters as part of the University's wider commitment to student and staff wellbeing
- Being significant and effective partners in the development and delivery of transformative learning, contributing pro-actively to academic planning, and reflecting the changing academic portfolio of the University through our offers and services
- Creating and nurturing an exploratory academic and professional development culture within Library and Student Support teams that encourages innovation and continuous improvement

World-leading research and enterprise

We will be a significant partner in the University's research and enterprise activities, both supporting others through our services and collections, and contributing to developments through our staff expertise.

We will do this by:

- Increasing our support for researchers and the research lifecycle by providing collections, services and tailored support for the University's diverse research activities
- Developing our collections and services in response to the introduction of University Institutes
- Curating the University's research outputs for local and global audiences by capturing, organising and showcasing the University's knowledge base
- Exploiting the research potential of archives and special collections through a range of externally-facing initiatives
- Being advocates for and acting as leaders of open access in the context of creative arts research by engaging with new models of documenting and sharing research through our scholarly communication activities
- Undertaking fundraising and enterprise activities to finance new initiatives and developments that support the student experience and our commitment to academic excellence
- Supporting a culture of critical enquiry within the Library and Student Support Services community

Communication and collaboration

We will play a leading role in the design and delivery of the University strategy for communication with students and work collaboratively with colleagues to promote engagement with our library and student support services.

We will do this by:

- Using high quality, timely, inclusive and accessible communications for our library and student support offers
- Working with the University's Internal Communications team to deliver student support campaigns linked to key points in the student journey and relevant annual events
- Further developing our partnership working with ArtsSU, particularly through Making it Happen and support for student-led activities and student-driven change
- Being an effective partner in the University's ongoing conversation with students focused on the co-production of the learning experience
- Working collaboratively across the Directorate to develop joined-up approaches to communicating and working with students, academic teams and other University Services
- Seeking opportunities to participate in shared services and other collaborations with partner institutions that will benefit our students and staff
- Being pro-actively engaged in our academic, professional and local communities

An inspirational environment

We will bring together high quality services, collections, and student support activities in digital and physical spaces that are student-centred, inclusive and accessible, and core to the University's 'total learning environment'.

We will do this by:

- Developing a unified digital and physical presence for our library and student support provision that is consistent, recognisable and easy to access
- Creating inclusive and student-centred physical and digital spaces that are responsive to students' diverse requirements to facilitate their learning and wellbeing, creativity and resilience
- Applying best practice principles as defined by UAL's Sustainability Policy and the UAL Health and Safety Policy when refurbishing or designing new library and student support spaces
- Creating inspirational physical and digital environments that showcase our collections and services as well as the University's research and scholarship
- Maximising opening hours for our campus-based services and providing 24/7 access to an increasing number of online resources and services that support student learning and wellbeing
- Adopting effective online systems for knowledge management and information-sharing to enable a joined-up and holistic approach to supporting students