



THE UNIVERSITY OF  
**AUCKLAND**  
Te Whare Wānanga o Tāmaki Makaurau  
NEW ZEALAND

# Developing Vision and Strategy in an uncertain world

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Learning Services**

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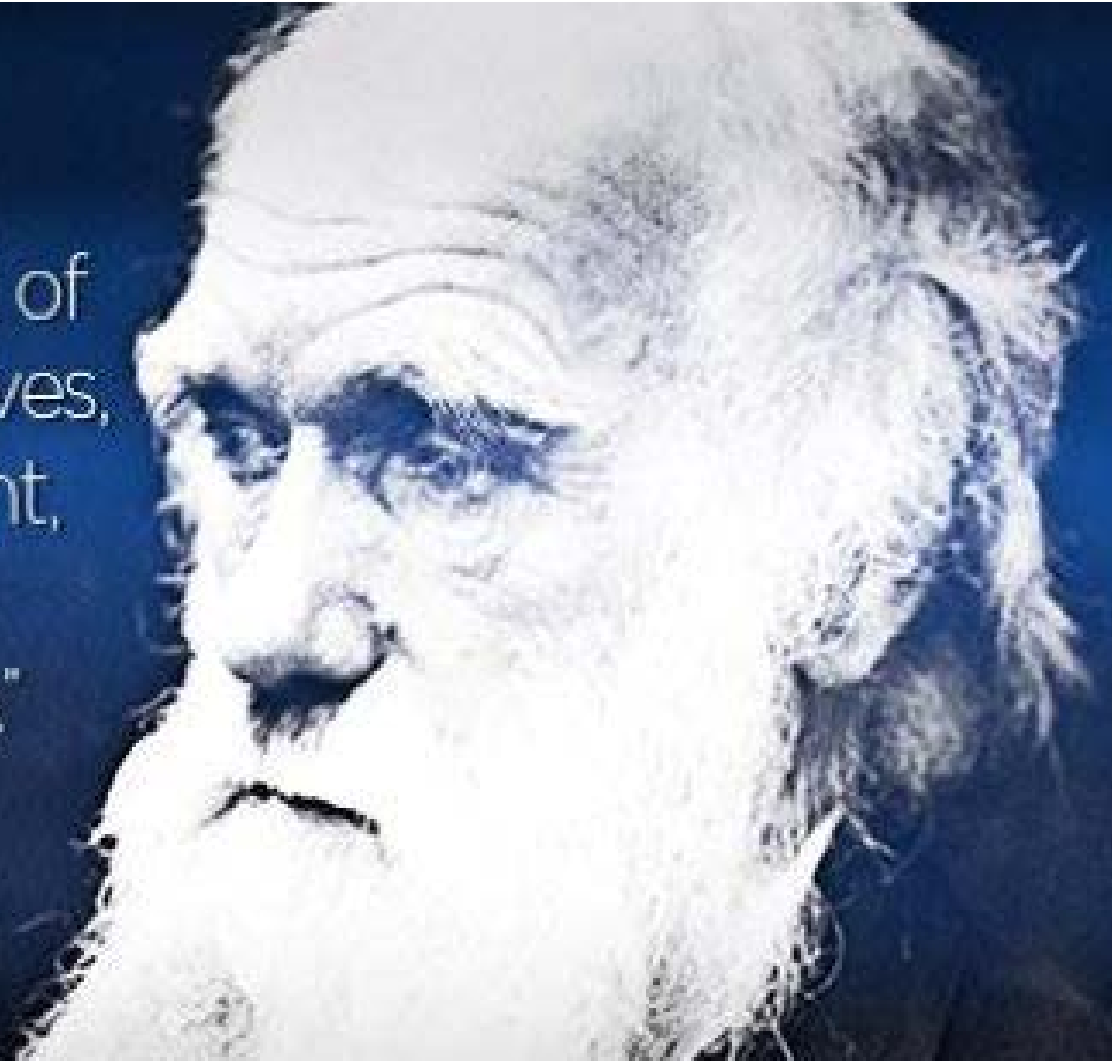
**Libraries and Learning Services**

**5 December 2016**

# Strategy in a Changing World

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change."

Charles Darwin



# Strategy for Turbulent times: how to prosper when all advantage is fleeting

## Focused on extending existing advantages

Budgets, people, and other resources are largely controlled by heads of established businesses

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We tend to extend our established advantages if we can

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We don't have a process for disengaging from a business

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Disengagements tend to be painful and difficult

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We try to avoid failures, even in uncertain situations

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We budget annually or for even longer

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We like to stick to plans once they are formulated

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We emphasize optimization in our approach to asset utilization

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Innovation is an on-again, off-again process

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It's difficult for us to pull resources from a successful business to fund more uncertain opportunities

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Our best people spend most of their time solving problems and handling crises

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We try to keep our organizational structure relatively stable and to fit new ideas into the existing structure

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We tend to emphasize analysis over experimentation

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It isn't easy to be candid with our senior leaders when something goes wrong

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## Capable of coping with transient advantage

Critical resources are controlled by a separate group that doesn't run businesses

We tend to move out of an established advantage early, with the goal of moving on to something new

We have a systematic way of exiting businesses

Disengagements are just part of the normal business cycle

We recognize that failures are unavoidable and try to learn from them

We budget in quick cycles, either quarterly or on a rolling basis

We are comfortable changing our plans as new information comes in

We emphasize flexibility in our approach to asset utilization

Innovation is an ongoing, systematic core process for us

It's quite normal for us to pull resources from a successful business to fund more uncertain opportunities

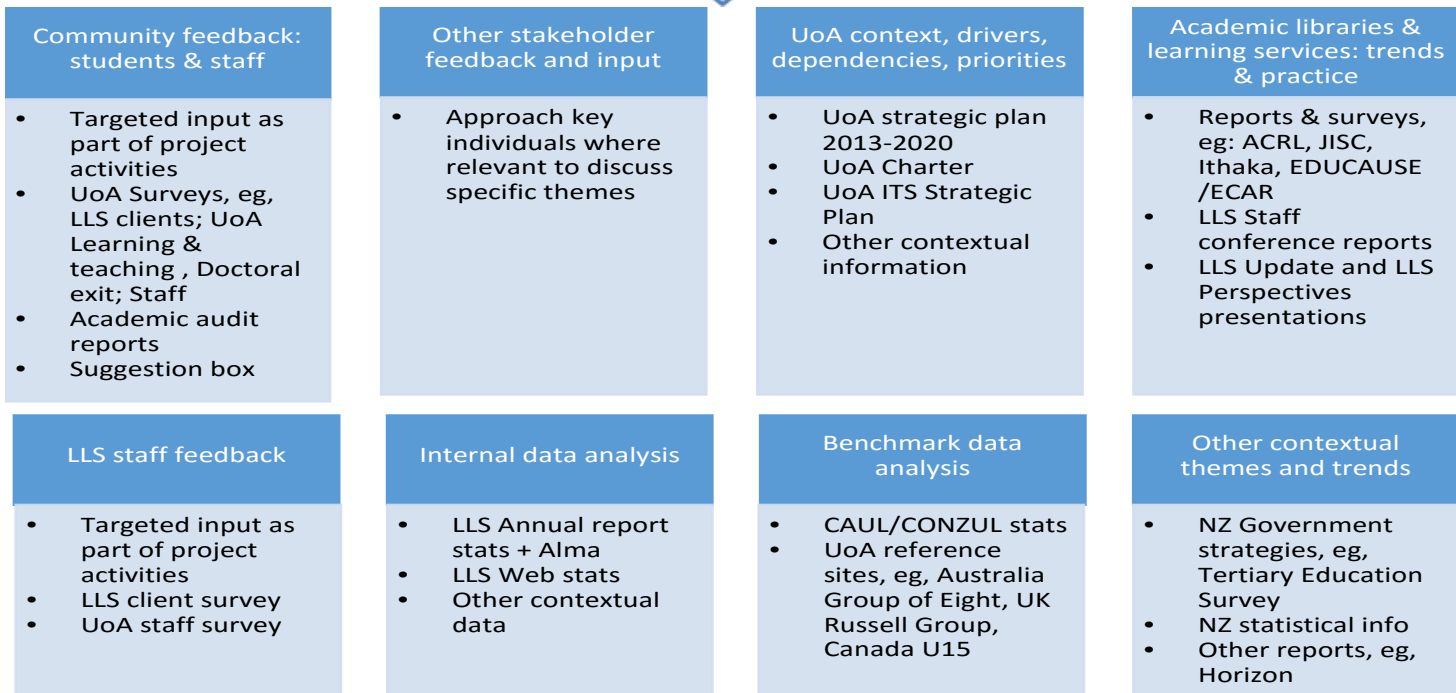
Our best people spend most of their time working on new opportunities for our organization

We reorganize when new opportunities require a different structure

We tend to emphasize experimentation over analysis

We find it very easy to be candid with senior leaders when something goes wrong

## Analyse inputs



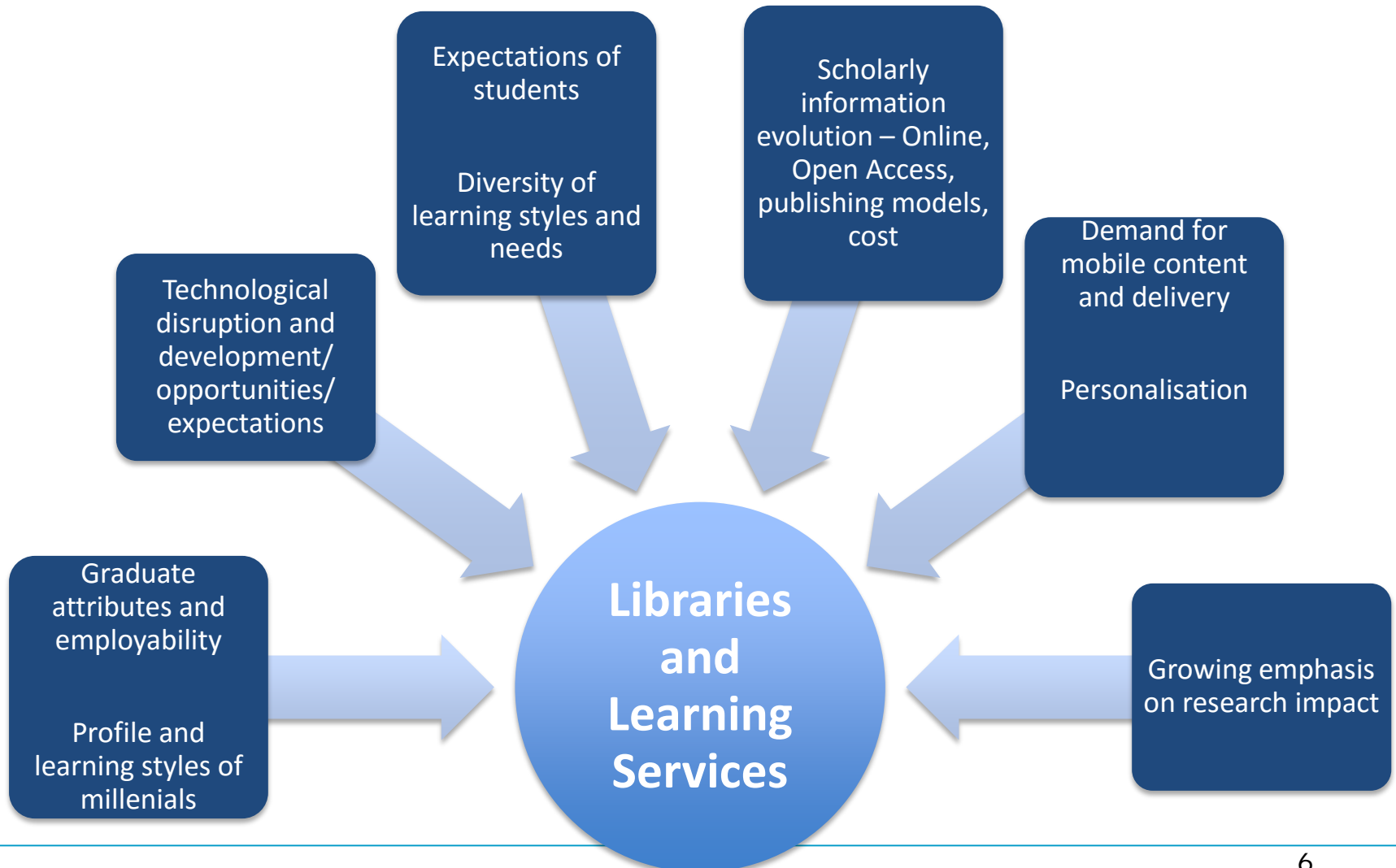
## Develop strategic insights

**A unique and compelling vision, strategy  
and set of priorities for  
Libraries & Learning Services**

# Setting direction – Engaging ourselves and others



# Our Environment and Community – Key drivers



# Our Underpinning Principles



**Success for all** (we will be inclusive and equitable for all)

**Streamlined and simplified** (ease of use, efficiency and effectiveness)

**Through partnership** (integrated with the university, achieving through collaboration)

**Value for money in everything we do** (sustainable, scalable)

**Stewardship** (especially of the distinctive and unique)

**Continuously improving how we work** (evidence based, outcome focused, flexible and adaptive, committed to our own learning, proactive and future-focused)

**Our commitment to Te Tiriti o Waitangi underpins all of the above principles and is embedded throughout our work**

# Our Future Trajectory

Strategic Direction	We will move from...	We will move to...
<p><b>Student Outcomes and Success</b></p>	<p>One off and standalone programs to develop skills</p> <p>Generic, one size fits all approaches</p>	<p><b>Development of student capabilities and employability in the curriculum, in line with the graduate profile</b></p> <p><b>Targeted and tailored programs</b></p>
<p><b>Researcher Outcomes and Success</b></p>	<p>Embryonic and stand alone services</p> <p>Services and expertise available to a few</p>	<p><b>Scalability of services and expertise for all researchers, adding value to research outcomes and research impact</b></p> <p><b>Services integrated into the UoA research lifecycle</b></p>



# Our Future Trajectory

Strategic Direction	We will move from...	We will move to...
<p><b>Delivering Excellent Services and Programs</b></p>	<p>Standalone LLS services</p> <p>Mediated access to services and resources</p> <p>Boundaries/ specific locations</p> <p>Transactional services</p>	<p><b>Integration with University wide approaches and collaboration with other services</b></p> <p><b>Self-service and personalization</b></p> <p><b>Outreach into the physical and online environments</b></p> <p><b>Specialist services and expertise that add value</b></p>

# Our Future Trajectory

Strategic Direction	We will move from...	We will move to...
<b>Resources and Infrastructure</b>	<p>Just in case collection building</p> <p>Physical collections primarily in multiple locations</p> <p>Our time spent on physical collections</p> <p>Many physical points of presence/ variable quality</p> <p>Standalone systems</p>	<p><b>Just in time collection building</b></p> <p><b>Physical collections available in consolidated locations and increasingly on demand</b></p> <p><b>Our time spent on digital collections and discoverability</b></p> <p><b>Fewer physical points of presence</b> <b>Higher quality on campus experience</b></p> <p><b>Integration and interoperability of systems</b></p>

## **Student Outcomes and Success**

*'need to move from just skills to capabilities.'*

*'I foresee a Library without boundaries and books.'*

*'less text, less presenting, better pedagogy and more active learning.'*

*'I see potential for involvement in the whole student learning journey from start (pre-entry) to finish (career.)'*

*'employability of students is a key issue in course curriculum...LLS needs to assist in curriculum integration initiatives.'*

## **Researcher Outcomes and Success**

*'we need multi-level collaboration between various research support service providers.'*

*'consider methods of improving research outputs and impact for academics'*

## **Delivering excellent services and programs**

*'provide value-added services to all students at all stages of the student life-cycle in collaboration with other units within the University.'*

*'deliver a quality personalized service for our users.'*

*'implementing a cohesive, relevant progressive social media strategy...using multiple channels.'*

*'with an enhanced physical space we could transition to a 24/7 library and provide better professional support during weekends and evenings.'*

## **Resources and Infrastructure**

*'redevelop our buildings to provide different spaces for students to use...incorporate quiet study space, collaborative spaces, access to power points etc.'*

*'not enough space in General Library or quiet study space.'*

*'tired compared to international university libraries.'*

*'library as the information hub of university life and happenings, as a marae where people to share knowledge and experiences.'*

## **LLS Staff Capabilities**

*'for the future we need to look for staff who can be adaptable, have a sense of humour and understand the nature of working collaboratively and can multi-skill.'*

*'change from mine to ours approach...with more collaboration.'*

*'adopt newer ideas and welcome change, not be afraid of straying from tradition.'*

*'we don't need perfect solutions, we need proactive ones which means we have to move faster.'*

*'put in place knowledge sharing, mentoring, staff development opportunities to reduce the succession gap.'*

