

Library Strategy: Beyond Covid

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Shared E-Resources
Information Forum 2021

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What it has felt like...



Go Faster Gromit

Source: Aardman Animations

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What we have achieved

What has most impressed you in how we've responded to the pandemic?



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Source: UKSG November Conference 2020

What we have achieved

- Redesigned operating models
- Implemented new systems
- Access to new content
- New collaborations and partnerships
- Visibility of our contribution to strategy
- New ways of working (remote, flex)
- Digital, digital, digital: skills, content, expertise, environments, engagement
- People, people, people: adaptable, resilient, creative, innovative



Has it been strategic?

- Maybe...
- In some areas we've withdrawn services
- In others we've redesigned services
- In others we've done new things
- Sometimes we've stopped things
- Maybe things that should have been stopped years ago...
- Has it just accelerated trends...?



Strategic environment

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Strategic environment

Higher education is experiencing a period of unprecedented and significant change, the likes of which has not been witnessed by many of the current leaders.

We all know that right now, the higher education sector is facing an unprecedented range of external challenges.


We all know the brief: unprecedented structural and regulatory change in higher education, including reduced central funding and so-called 'marketisation' of the sector

Yet the recommendations of the Augar review and the existence of the TEF are all part of a policy climate in which higher education is having to confront questions of "value" to an unprecedented extent.

While often the targets of derision, this generation is facing unprecedented economic, personal and social challenges.

Source: Wonkhe (2017-19)

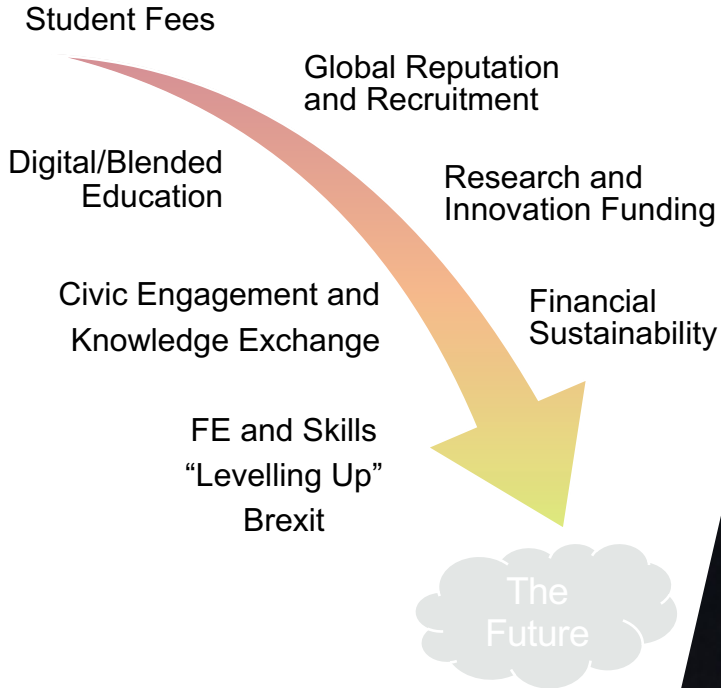
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Forestry England

Why are you here?

Strategic environment



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What should we keep

What ways of working should we seek to continue in our longer-term strategy?

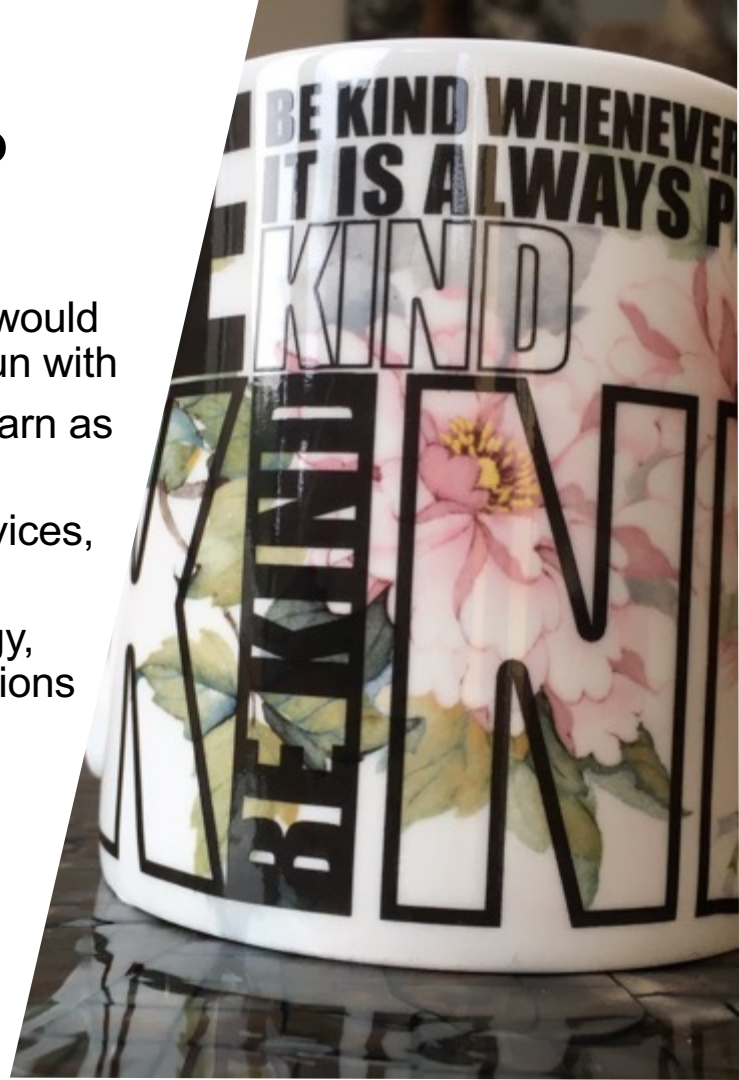


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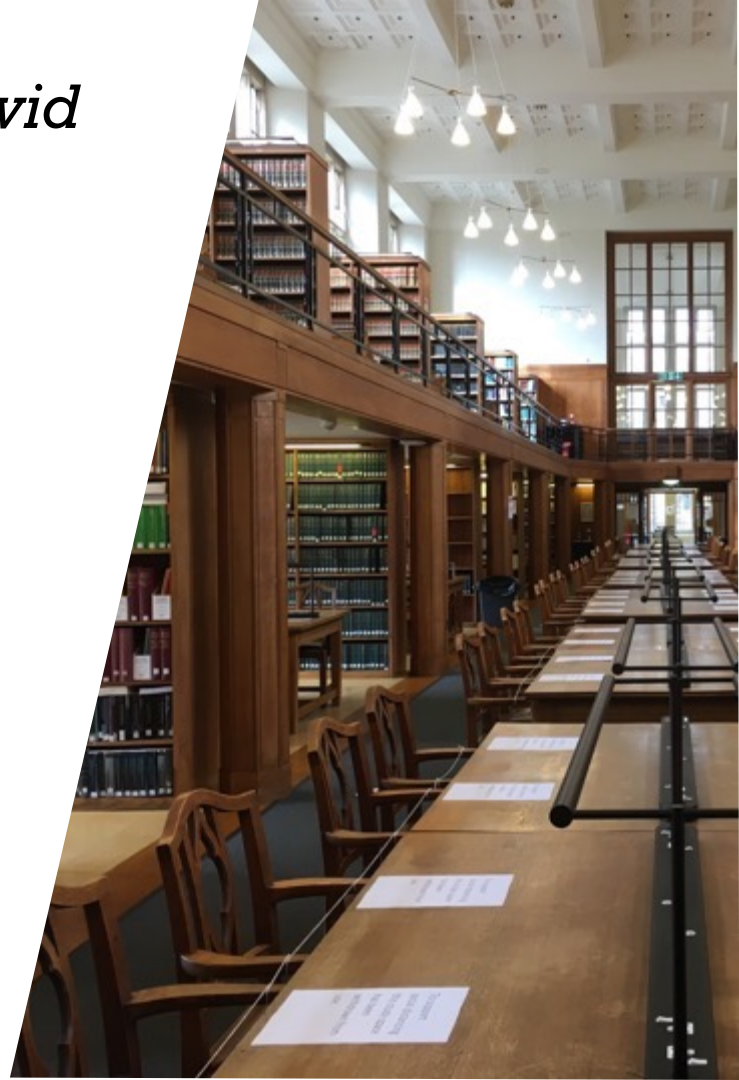
Source: UKSG November Conference 2020

What should we keep

- Empowerment – decisions that would have taken ages we've had to run with
- Innovation – spirit of try it and learn as we go (how bad can it be)
- Flexibility and adaptability – services, ways of working, life balance
- Visibility – contribution to strategy, evidence- and data-driven decisions
- **Well-being and inclusivity**
- Anytime, anywhere



Our strategy: *Post-Covid*



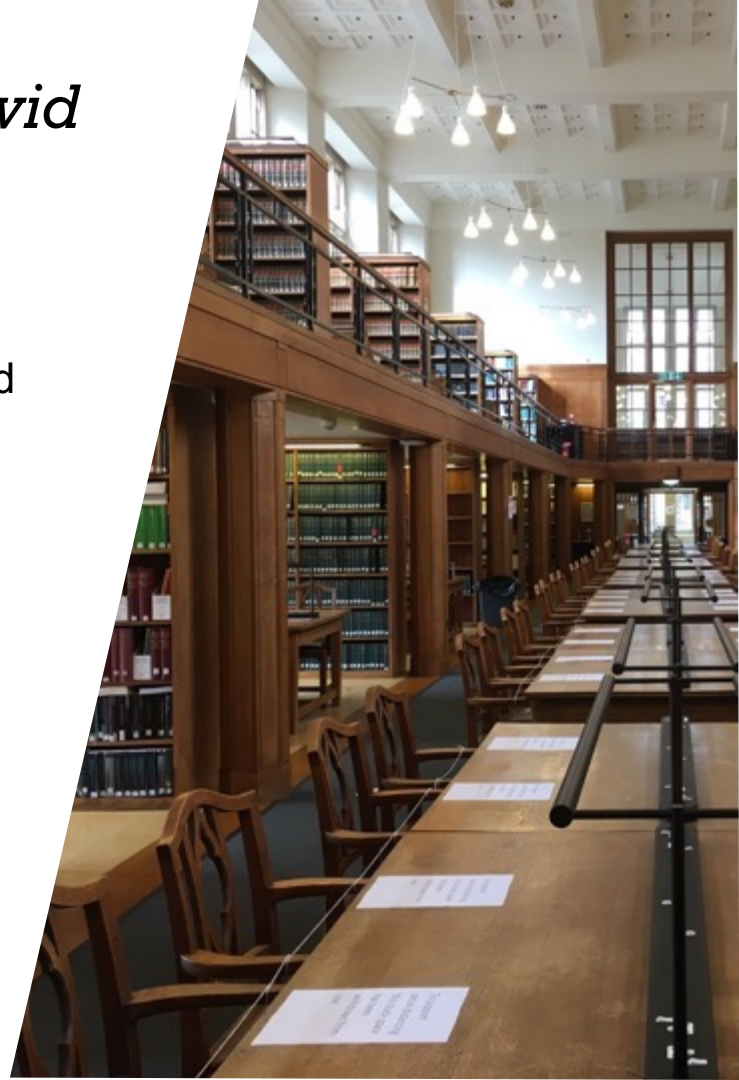
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Our strategy: *Post-Covid*

- Be strategic not (just) reactive
- Strategy and structure are sound
- Education + Research + Civic

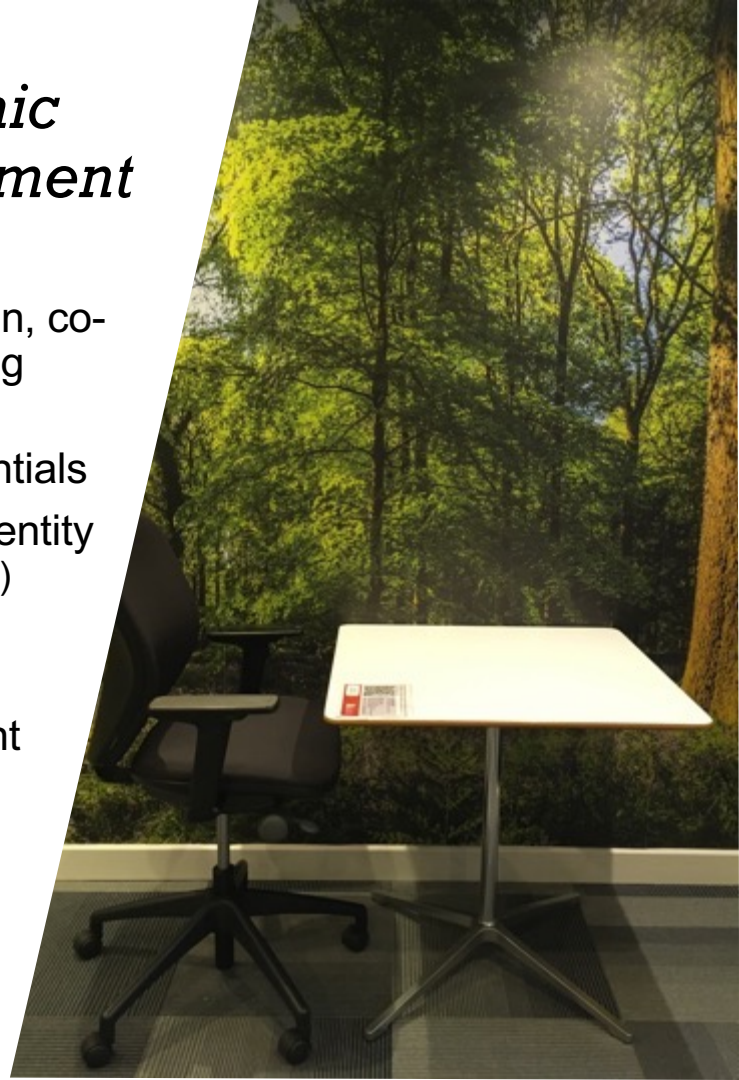
- Digital by default
- Collaboration and partnership
- Flexibility and adaptability
- Evidence- and data-led

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Our strategy: *Academic Well-being & Achievement*

- Blended learning: personalisation, co-creation, social and peer-learning
- Unbundled education: widening participation, skills, micro-credentials
- Digital belonging, community, identity (cyber security/privacy, digital equity)
- Bedroom as micro-campus (“anytime, anywhere, anypace”)
- Well-being, inclusivity, attainment



Our strategy: *Research Partnerships & Innovation*

- Scholarly communication: open research and open access publishing (data/software preservation, bibliometrics)
- Unique and distinctive collections: curating intellectual heritage, identity (including Covid archiving)
- Digital research: “library as lab” (collections as data, data as collections, augmented reality, artificial intelligence)



Our strategy: *Global Civic University*

- Open research as a public good
- Knowledge exchange and enterprise
- “Clarity, transparency, comprehensibility”
- Anti-racism: decolonising collections
- Skills and widening participation
- Library buildings as “third space”
- Local public library partnerships
- Engaged (digital) citizens

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Final thoughts

Digital and blended

- Community, personal, human

Open and sustainable

- Scholarly publishing business models
- Financial transparency and value

People, people, people

- Flexible, adaptable, resilient
- Partnerships and collaboration
- Inclusivity and accessibility



Your questions



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