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Introduction

This 5-year strategic plan has been drafted in the context of a thorough understanding of the challenges facing the University and Information Services in both the South African and the global context. It is designed to make a major contribution to the UP objectives of

- Developing the **Academic Enterprise**
- **Transformation**, and
- Enhancing the content of the UP **Marketing and Communication** drive.

It will

- contribute to improved **Knowledge Management** at the university, and
- ensure ongoing **Quality** in service delivery.

The key strategic drivers are seen to be

- The co-evolution of Research and eResearch, with strong emphasis on global collaboration and partnership in major mission-directed research (eg into HIV/AIDS) and competition for ownership of research outputs.
- Management of knowledge via digital capture and sharing via the WWW.
- Leadership opportunities for librarians in supporting traditional research and eResearch.
- Efforts to bridge the Digital Divide and accelerate the university-readiness of previously disadvantaged matriculants.
- The development of the UP as an Academic Enterprise, moving from Good to Great, and managing perceptions of stakeholders accordingly.
- The challenge to provide more with less, in a straitened financing climate.



Vision, Mission, Values

Vision

We strive to be leaders in providing world-class solutions to information and knowledge challenges for achieving academic excellence.

Mission

The AIS leads and facilitates

- Information and knowledge management
- Information literacy
- Designing and establishment of e-information services
- Establishment of a gateway to global information
- Effective scholarly communication

Values

- We generate positive energy for academic business success
- Professional behaviour, ethics and values are our hallmark



Plan with Normal Budget



AIS STRATEGIC INITIATIVES

eInformation Strategy



Learning & eLearning Support



Research & eResearch Support



Organisational redesign to create eService



2006 2007 2008 2009 2010

Enhance InfoLiteracy & Life-long Learning Skills

Develop Research Support Strategy

Implement Research Support Strategy

Develop new Research Support Role for Information Specialists

Open Access to Scholarly Material



UP STRATEGIC OBJECTIVES

The Academic Enterprise

Marketing & Communication

Transformation



New Initiatives Requiring Extra Funding

AIS STRATEGIC INITIATIVES

eInformation Strategy

Learning & eLearning Support

Research & eResearch Support

Organisational redesign to create eService

2006 2007 2008 2009 2010

Restructuring AIS IT Architecture to integrate with UP Systems redesign

Learning Centre Phase 2

Enhance InfoLiteracy & Life-long Learning Skills

Federated Search Engine



Develop Research Support Strategy

Implement Research Support Strategy

Develop new Research Support Role for Information Specialists

Researcher Space



Research Portal



Open Access to Scholarly Material

Implement Institutional Digital Repository



Redesign Planning and Implementation



UP STRATEGIC OBJECTIVES

The Academic Enterprise

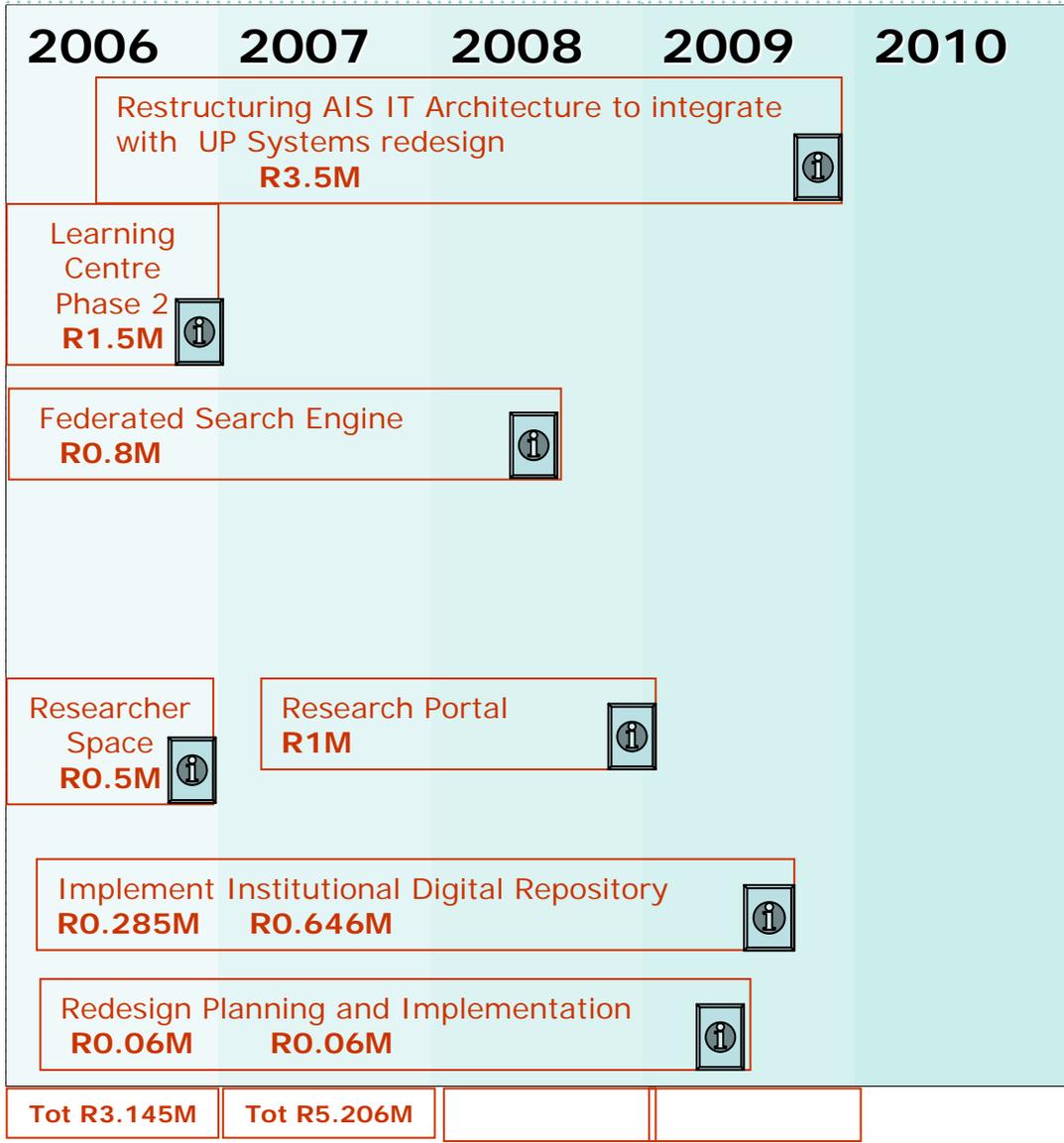
Marketing & Communication

Transformation



New Initiatives Requiring Extra Funding: R8.351M

- AIS STRATEGIC INITIATIVES**
- eInformation Strategy
- Learning & eLearning Support
- Research & eResearch Support
- Organisational redesign to create eService



UP STRATEGIC OBJECTIVES

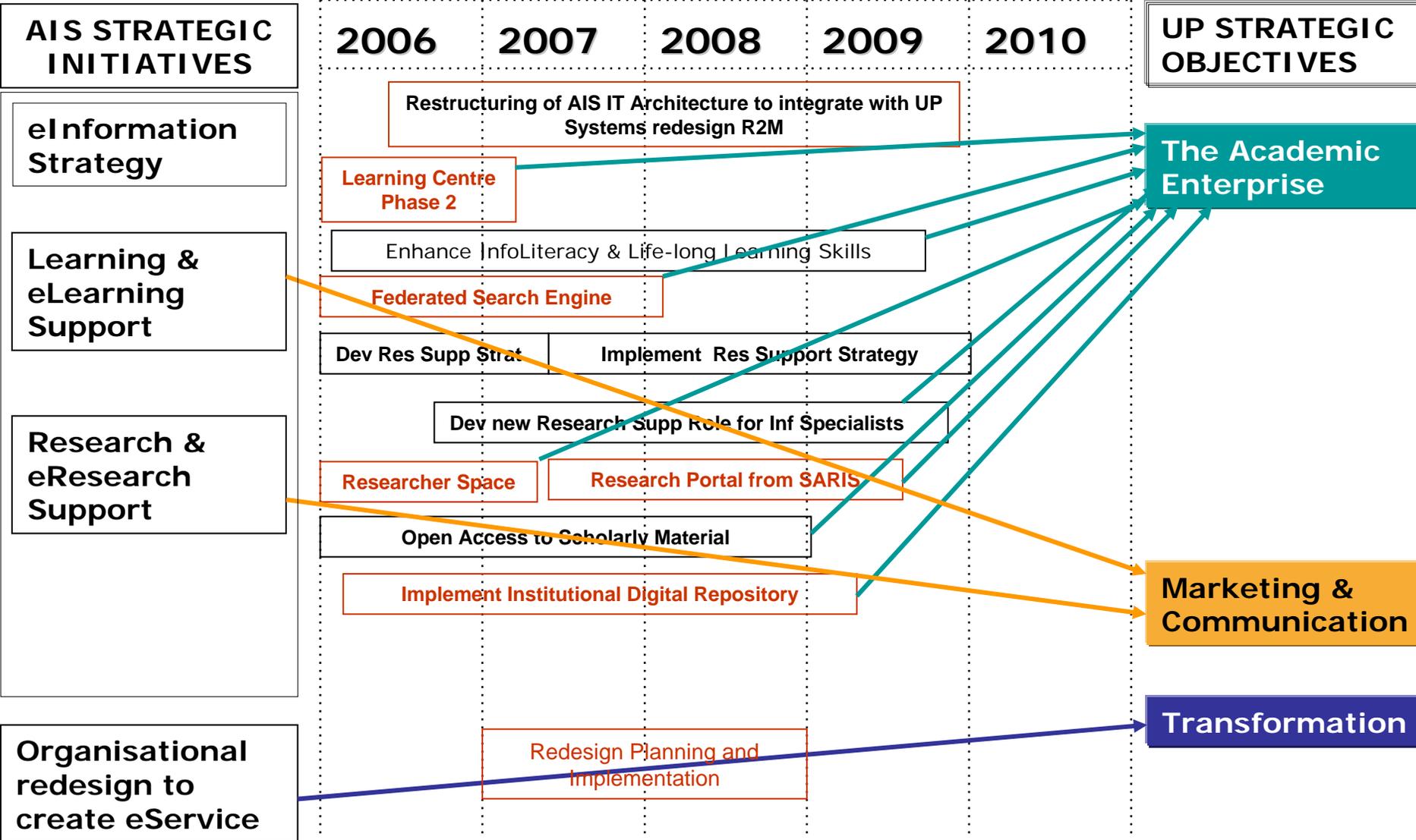
The Academic Enterprise

Marketing & Communication

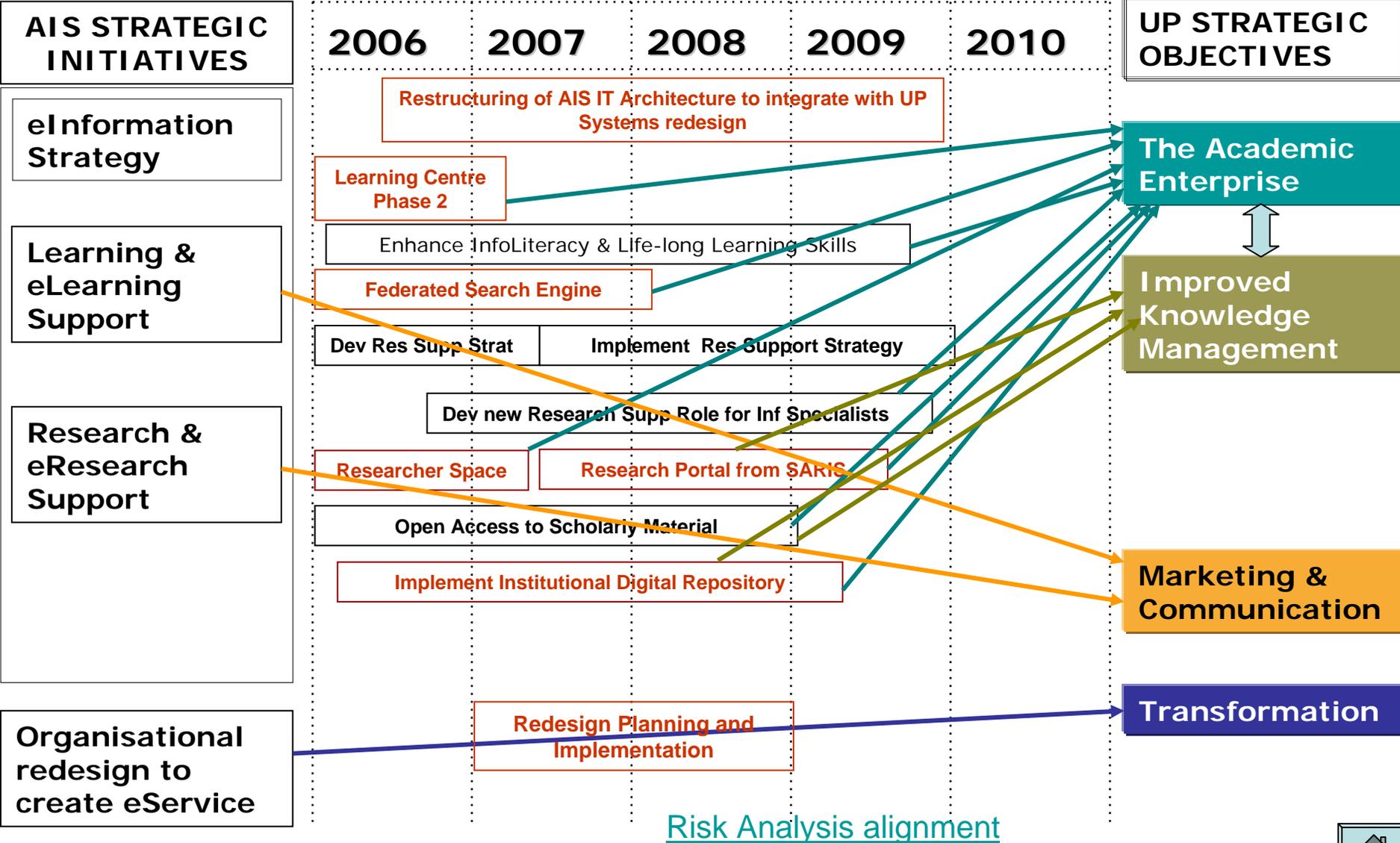
Transformation



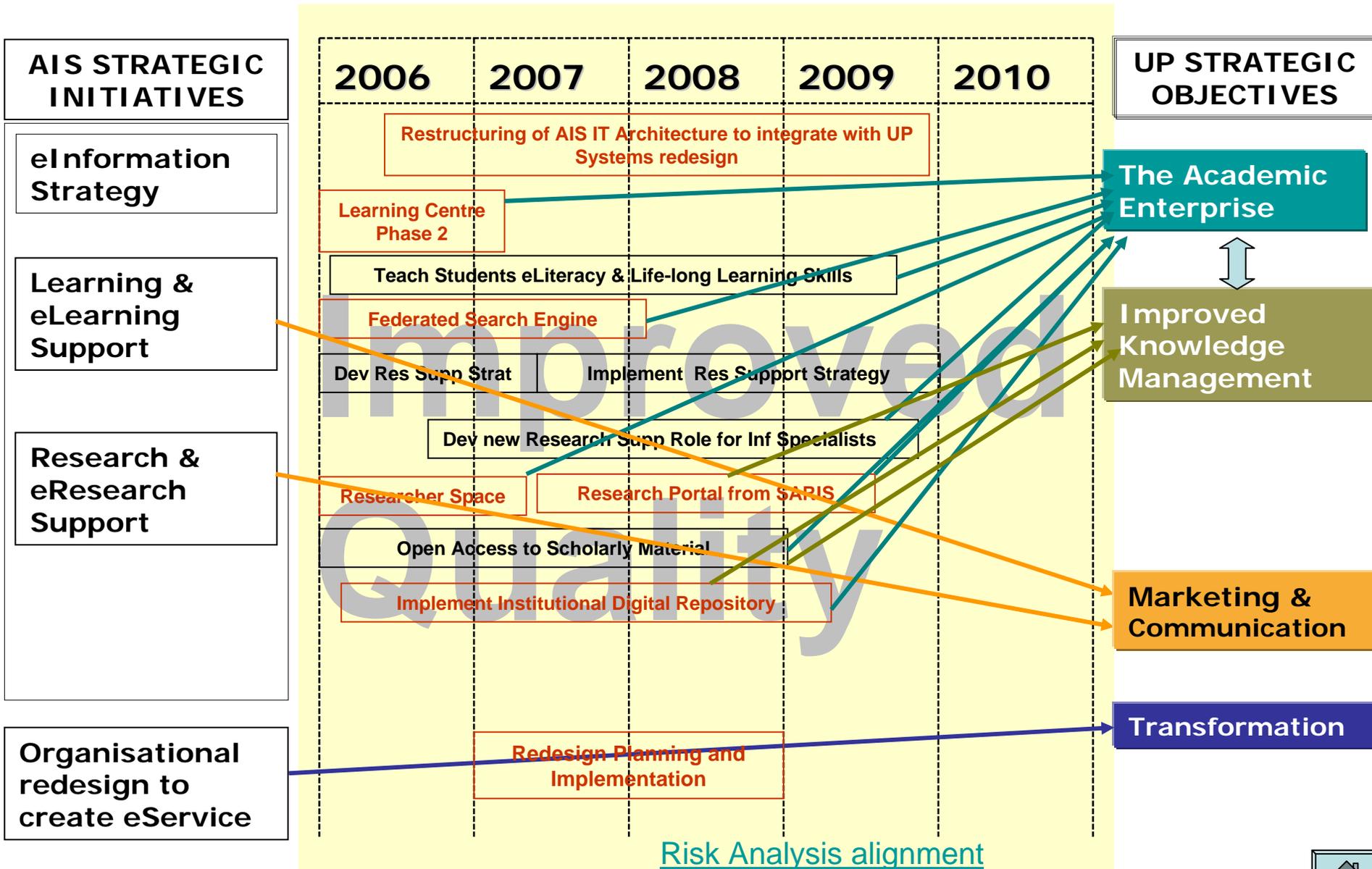
Impact on UP Strategic Objectives



Contributing to Improved Knowledge Management



Underpinned by a Quality Focus



Conclusion

The paradigm in the arena of higher education as well as information and knowledge management has shifted. The AIS has made an attempt to keep up with developments. However, the achievements of the past ten years now have to be consolidated and taken to the next level of development in order to survive the challenges foisted on higher education by the e-environment.

With only the normal budget allocation the AIS will certainly regress and be unable to add value to the core business of the University.

The kind of library that the University of Pretoria will have in five years time depends on decisions that you are going to take now regarding the allocation of resources.



The AIS e-information strategy

The aim of this strategy is the creation of an integrated seamless eService for the University of Pretoria.

Objectives

- To support education innovation and research excellence at UP;
- To deliver optimal e-information portal services to our clients, and
- To take part in and make a contribution to international and national e-information phenomena, e.g. open access, digital preservation, e-Science, content management.

Key sub strategies in order to meet these objectives

- The creation of an e-information environment for our clients;
- Development of an e-information plan as part of UP's e-strategy;
- Development of learning/e-learning & research/e-research support strategies;
- The adjustment of the AI's structure, business processes, skills and facilities to support the e-information strategy.

The e-information environment sub-strategy consists of the following projects: integrated systems, integrated interface, academic tools, digital reference, ICT infrastructure, e-sources, e-dissertations, academic digital repositories, e-publication and digital preservation.



Learning and eLearning Support

Supporting teaching and learning by

- Further implementation of the learning centre for collaborative learning supported by the integration of technology, information and expertise in the spirit of "Library space is a learning space on an equal footing with classrooms and laboratories."
- Information literacy and life-long learning skills training.
- Offering of information content and formats appropriate for specific student groups and specific courses.
- eInformation resources (eg e-reserves, e-books, e-journals) in support of teaching and learning.
- An interactive electronic request system to obtain information & advice from information specialists nationally & internationally (eReference service including a chat facility).
- Integration with learning support system.



Research and eResearch Support

The AIS strives to support research at the University of Pretoria by:

- creating gateways to global information for researchers;
- stimulating and supporting the publication and dissemination of UP research findings;
- providing information skills training for researchers;
- enhancement of role of information specialist to support eResearch;
- taking part in the SARIS (SA Research Information Service) eResearch initiative

eResearch is where broad band connectivity and high performance computing create opportunities for hitherto unimaginable global research projects and scholarly discourse. To do research-associated tasks online, researchers need

- a coherent, affordable and comprehensive support infrastructure, to enable them to achieve rapid and cost-effective access to scientific communication in its broadest sense, including publications (formal and informal, peer reviewed or otherwise), data, graphical objects, knowledge tools;
- applications that serve most research needs. Many researchers have a need to distribute large datasets to co-workers abroad, quickly and cost-effectively.



Organisational Redesign to create an eService

Characteristics of eService

● Client:

- Single sign-on, single authentication, single interface
- Self-help & self-training
- Customized services, products & tools eg collaborative learning & research and knowledge acquisition & creation
- Information control & manipulation
- Federated search for academic material
- Online help
- Sharing & archiving research results; improving permanence of outputs

● System:

- Streamlined & enhanced AIS architecture (software & hardware)
- Aligned with UP IT policy & architecture



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Implications

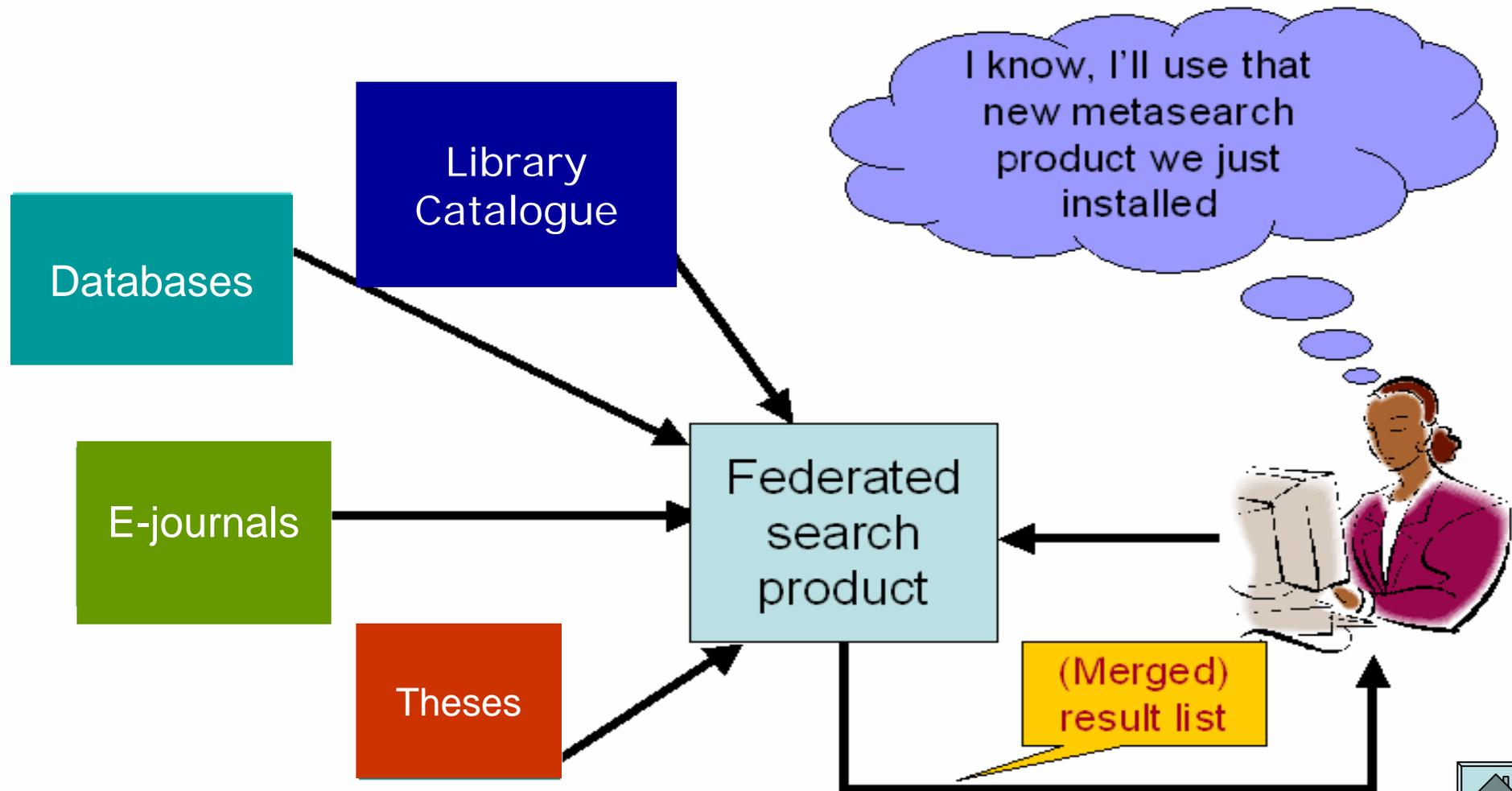
- Re-allocation and re-deployment of resources, particularly HR
- Skills training
- Dedicated e-Unit for product and service development & delivery
- Extensive process re-engineering

The definition of insanity is doing the same thing over and over again and expecting a new result

Albert Einstein



What is federated searching?



Open Access: another route for scientific publishing



OA Journals (1666)
<http://www.doaj.org/>



Institutional and Subject
Repositories
for individual articles

Characteristics of open access publishing

- Content must be free of charge for all users with an internet connection.
- The copyright holder must consent in advance to let users "copy, use, distribute, transmit and display the work publicly and to make and distribute derivative works, in any digital medium for any responsible purpose".
- Peer review is implied.
- Authorship must be properly attributed.



Institutional Digital Repository

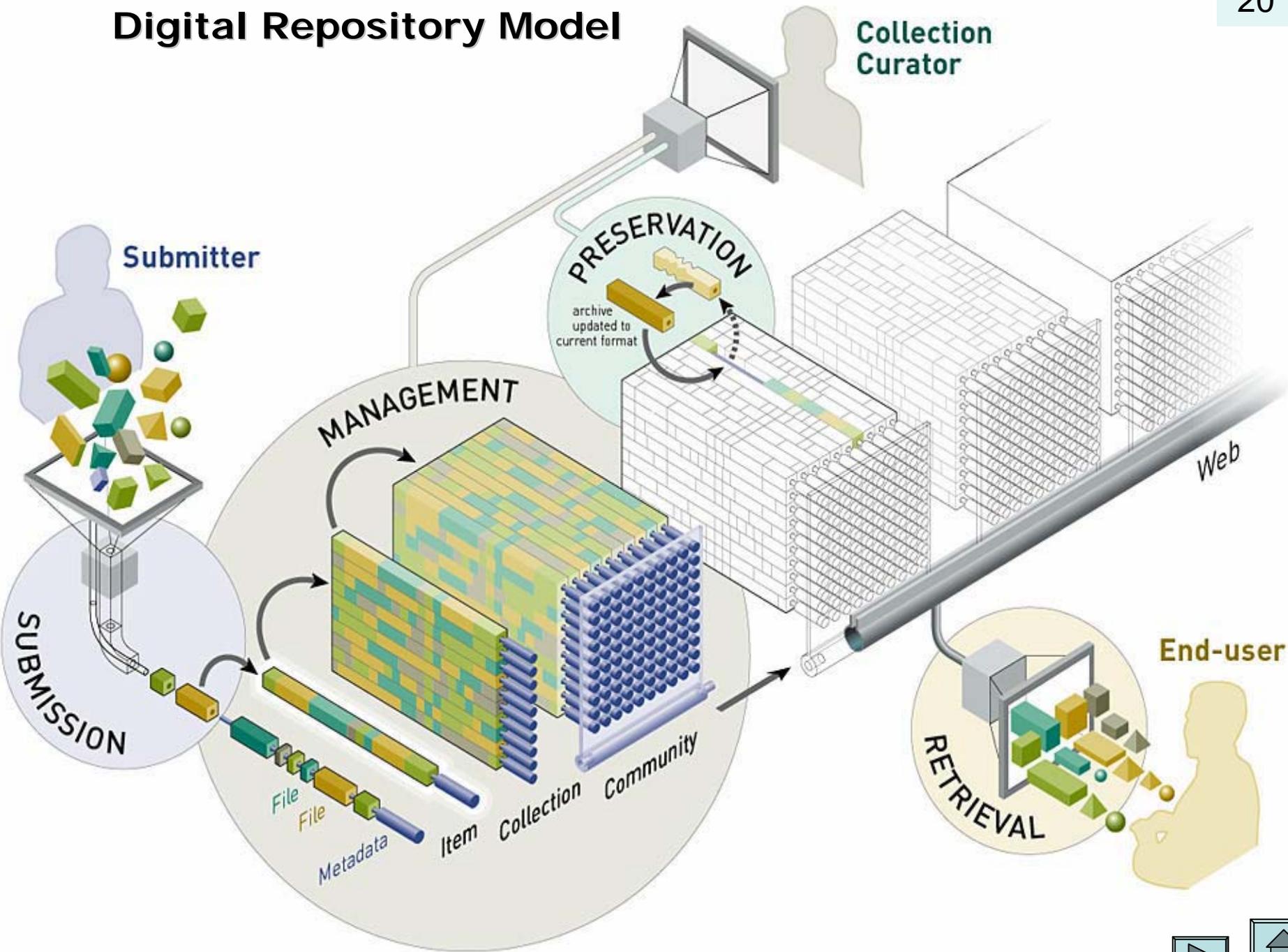
R0.95M

"...a university-based institutional repository is a set of services that a university offers to the members of its community for **the management and dissemination of digital materials created by the institution and its community members**. It is most essentially an organizational commitment to the stewardship of these digital materials, including long-term preservation where appropriate, as well as organization and access or distribution."

(<http://www.dpconline.org/docs/DPCTWf4word.pdf>)



Digital Repository Model



Relationship between UP digital repository and UP digital focus areas

Roles:

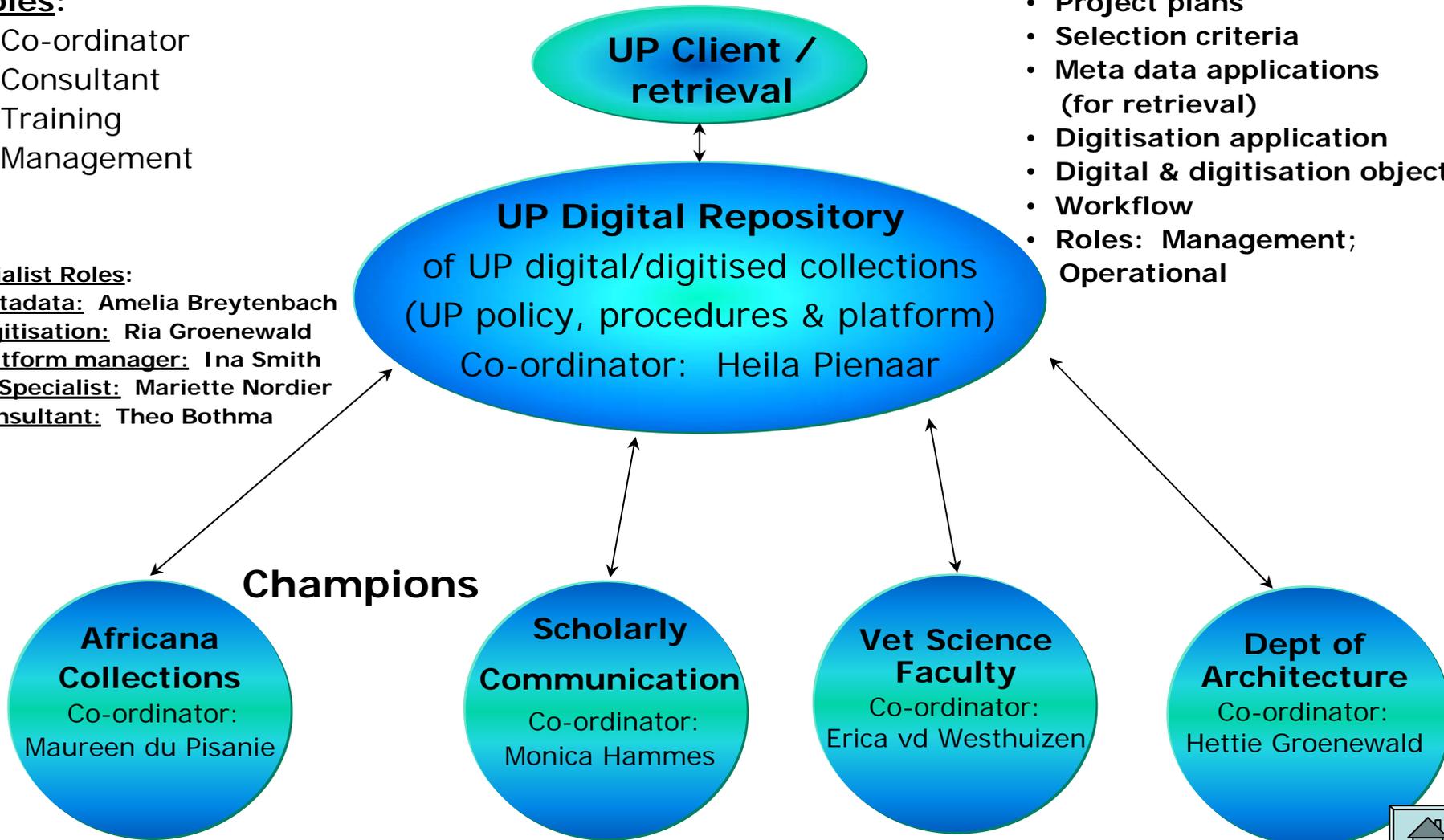
- Co-ordinator
- Consultant
- Training
- Management

Specialist Roles:

- Metadata: Amelia Breytenbach
- Digitisation: Ria Groenewald
- Platform manager: Ina Smith
- IT Specialist: Mariette Nordier
- Consultant: Theo Bothma

Aspects:

- Policy & Procedures
- Project plans
- Selection criteria
- Meta data applications (for retrieval)
- Digitisation application
- Digital & digitisation objects
- Workflow
- Roles: Management; Operational



SA Research portal R1M

In its final report the SA Research Information Service (SARIS) project proposed the building of an SA research portal to provide sophisticated services to the entire South African research community. Funding of the portal development is estimated at R5M and will come from international donors and the DST.

It will be a Web-based portal that will enable recognised SA researchers to access all research functionality via the WWW, whether they use their institutional portal or go directly to the Web.

The portal will be based on the best available models in the research world. It will use a single sign-on to all functionality, via a common Authentication and Authorization system, which may be managed via the institutional system, as well as Open Standards and Open Source software.

Functionality:

- Finding and acquiring published information such as articles, proceedings, monographs, etc.
- Collaborating with partners within the University & elsewhere
- Sharing & archiving research results; improving permanence of outputs
- Finding out about funding opportunities; applying for funding
- Research information / data system (JISC report, 2004)



Researcher space R0.5M

Requests from academic staff and postgraduate students indicate a need for dedicated research facilities in the AIS. This is underpinned by the results of two in-house surveys.

During the 2004 survey 15,8% of the clients in the AIS were postgraduates or staff while this figure dropped to 8,4% in 2005.

A needs analysis is in the pipeline. A dedicated reading room in the Main Library will kick start the initiative.



Normal AIS Budget

| | 2006 | 2007 | 2008 | 2009 | 2010 |
|--------------------------------------|----------------------|-------------|-------------|-------------|-------------|
| INFORMATION RESOURCES | 30,000,000 | 32,520,000 | 35,251,680 | 38,212,821 | 41,422,698 |
| STAFF BUDGET | 29,748,344 | 30,938,278 | 32,175,808 | 33,462,841 | 34,801,355 |
| IT BUDGET ALLOCATION | 1,250,850 350,000 | 1,313,393 | 1,379,062 | 1,448,015 | 1,520,416 |
| OPERATIONAL BUDGET ALLOCATION | 5,284,330 | 6,048,163 | 6,350,571 | 6,668,099 | 7,001,504 |
| TOTAL | 66,283,524 | 70,819,834 | 75,157,122 | 79,791,776 | 84,745,973 |

Assumptions

- a) Annual increment = 4%
- b) This budget does not provide for UP growth beyond the current strategy
- c) The government subsidy will not change significantly



Restructuring AIS IT Architecture
to integrate with UP systems redesign
R3.5M

- R3M: possible replacement for Library Management System as part of UP systems renewal project.
- R0.5M: self-help check out system for library material as part of UP systems renewal project.



Learning Centre Phase 2

R1.5M

- Computers for collaborative learning: R0.25M
- Cabling & false floor for expansion for student workstations: R1M
- Furniture for workstations: R0.25M



Federated search engine R0.8M

| | |
|--|----------|
| ● Licence costs for combined MetaLib and SFX implementation: | \$62,400 |
| ● Oracle embedded licence: | \$5,070 |
| ● Installation and training (based on installation and the standard MetaLib/SFX training package): | \$9,000 |
| ● Support and Maintenance – including software upgrades: | \$12,663 |
| ● Knowledgebase service (providing monthly updates to the knowledgebase): | \$7,800 |

Optional costs

| | |
|---|-----------|
| ● MetaLib X-server (APIs for integration with other systems): | \$15,800 |
| TOTAL | \$112,733 |
| x 7 = | R789.131 |



Researcher space **R0.5M**

- Reading room in the main library for postgraduates & researchers



Research portal **R1M**

UP is well positioned to become part of a portal development consortium. R1M is budgeted for possible participation requirements.



Implementation of Institutional Digital Repository R0.931M

- Sophisticated scanning equipment for repository ie Digibook cradle scanner: R596 000 & dedicated brittle paper / microfiche scanner: R177 000
- Server for institutional repository: Dell 1750: R38 085; Netbackup: R6 550; backup tapes: R8 000; 2x external disks: R4 900
- Java programming: R100 000
- **2006**: dedicated brittle paper / microfiche scanner: R177 000; Dell 1750: R38 085; Netbackup: R6 550; backup tapes: R8 000; 2x external disks: R4 900; Java programming: R50 000
- **2007**: Digibook cradle scanner: R596 000; Java programming: R50 000



Organizational Redesign to create eService **R0.12M**

- Consultation service: three months in total spread over two years

2006: R60 000

2007: R60 000



Vrae en Opmerkings van Personeel : Questions and Comments from Staff

- [1] There is too little emphasis on staff training
We have indicated a need for “skills development” on slide 16 which we interpret quite broadly and are very serious about (but perhaps need to articulate better). The organisational redesign process will no doubt expose our need for staff training.
- [2] What is meant by the Academic Enterprise?
Quoting from the Principal's message (<http://www.up.ac.za/about/eng/principal.html>):
The academic enterprise is the University's core business. We must ensure that we really deliver on our promise and strive towards academic excellence. Very often the problem is not in developing appropriate policies and regulations, but in ensuring that they are executed in the classroom, in the laboratories and the examination halls.
More information on the [next slide](#) coming from a presentation made to the AE Workgroup.
- [3] Where do we fit our commercial service into this scheme?
- [4] How do the LibQUAL findings impact on the plan?
- [5] This plan is heavily dependent on funding – may we look for outside funding?
- [6] Should we play a role in teaching research methodology?
- [7] Who is going to do all these new things?
- [8] Has UP committed itself to Open Access yet?
- [9] Please consider a monthly newsletter from AIS exco to all staff



UP focus on the academic enterprise

"Focusing on the academic enterprise could be described as innovatively reviewing the fundamental as well as operational elements that make up the academic enterprise, by involving the role-players and stakeholders in order to ensure that the academic and financial viability of the academic offering of the University is optimal."

Attempt at systematic review expressed in Proposed Policy for Academic Review – cyclical approach

Attempt at definition expressed as "focus of the Quality Management System"

Attempt at identification of roleplayers & stakeholders expressed as experts identified to serve on audit committees (to be renamed) as well as provision for systematic inclusion of roleplayers and stakeholders throughout the various review scenarios

AIS Strategic Risk Assessment, 10 October 2005 – The 5 most important issues

- [1] Strategy not supported by organisational structure in AIS
- [2] Insufficient funding for ICT (including software and hardware) to implement e-strategy which will result in the AIS unable to support the Academic Enterprise
- [3] Increasing competition from outside
- [4] Service imbalance between UP IT support provided for core academic and administrative functions
- [5] Lack of organisational transformation

To see how this outcome aligns with the strategic plan, go to the next slide



Click to see AIS 2005 Risks aligned with Strategic Plan

Risk 2: Insufficient funding for ICT to implement e-strategy → AIS unable to support the Academic Enterprise

AIS STRATEGIC INITIATIVES

eInformation Strategy

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Phase 2

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Redesign Planning and Implementation

UP STRATEGIC OBJECTIVES

The Academic Enterprise

Improved Knowledge Management

Marketing & Communication

Transformation

Risk 3: Increasing competition from outside

Risk 4: Service imbalance between UP IT support for core academic and administrative functions

Risk 5: Lack of organisational transformation

Risk 1: Strategy not supported by organisational structure in the AIS

