

THE POST

College/Service: Education and Student Support

Post: Head of Library

Reference No: P01130

Grade: Senior Management

Reporting To: Director of Education and Student Support (with matrix line management to Director of Research Services)

Responsible For: c.60 staff, £7m+ budget

The above full-time permanent post is available from 1 September 2018 in Education and Student Support.

About the University of Exeter

Exeter is the UK's fastest growing and fastest rising research university and REF 2014 confirmed our status as a leading research intensive university with one of the three largest increases in QR funding. We continue to grow our research activity including our research income, research quality, numbers of research students and knowledge exchange activities. The University has also secured a Gold rating in the Teaching Excellence Framework and prides itself on delivering sector-leading student satisfaction in a research-rich and innovative education environment.

About Education and Student Support

Education and Student Support is a large and diverse service within the University of Exeter Professional Services. There are over 400 members of staff spread across all of the University's campuses delivering face to face and digital services to students and academics in support of the University's Education Strategy.

The size of the service and the diversity of delivery reflects the fact that ESS is involved in some way with most interactions with students every day, directly or indirectly, in and out of term time. ESS delivers efficient and effective services on behalf of the University of Exeter and its Colleges to all service users (students, academic colleagues and others) with professionalism and expertise. The University of Exeter stands out for its excellent student experience in terms of teaching, campus environments and student engagement. The Education and Student Support teams that underpin this experience are:

- Library
- Strategic Support
- Student Employability and Academic Success
- Student Immigration Services
- Student Services
- Wellbeing and Welfare

About Research Services

The Research Services Directorate is a key enabler to the delivery of the University's Research and Impact Strategy, a successful next REF submission and meeting research income targets, by:

- supporting the full research project lifecycle from inception to impact;
- providing joint strategic, policy and planning support to the University and its Colleges to build and sustain an excellent research environment for our academics.

About the Library

The Library is part of the Education & Student Experience directorate within the University's Professional Services. The library purpose is to enhance learning, enable digital research and enquiry, and inspire individual growth by making academic knowledge resources abundantly and easily accessible to the University's students, researchers and wider community.

Research and learning at the University of Exeter are underpinned by the provision of extensive digital and physical academic information resources including 1.2M e-books and 1M physical library resources. The Library manages subscriptions to more than 57,000 journal titles and expenditure of over £4.3M annually on information resources. Library resources and services are now primarily digital, and accessible to students and academic staff wherever they want to work. Library services are designed to encourage autonomous and remote use, self-directed learning and independent research. Library users access more than 2.3M journal articles and 7.2M e-book sections online every year, and make some 200,000 loans. Library systems include Millennium, Encore Duet, and the Talis Aspire resource list system. The University's Student Information Desk (SID) running on Tribal Enterprise Service Desk call management software operates the IT helpdesk and provides triage service for initial library-related enquiries.

Library responsibilities for the University's cultural assets and activities include care and promotion of rich special collections and the unique Bill Douglas Cinema Museum, and innovative Digital Humanities work embedding digital methods and resources in research and teaching.

Library services are critical to the delivery of the Research and Impact strategy, including its £1.5m investment in 21st Century library collections; its REF preparations in supporting open access; and providing an excellent research environment (including special collections) to support its world-class scholarship and research, and its vibrant doctoral College community. The University's research systems, managed by Exeter IT, include a DSpace repository, ORE (Open Research Exeter), and the Symplectic current research information system. The University's open research agenda is directly supported by a dedicated team in Library Services, working with colleagues from across the University, and coordinated through the University's Open Research Board.

The main Forum Library is open 24/7 with staffed services currently available 8:00 - 20:00. Study facilities are provided in 7 locations on 2 campuses in Exeter. The physical collections are housed in the following locations:

- **Forum Library:** the main current and high use collections for most disciplines.
- **St Lukes Library (Haighton Building):** a specialist site library for education, sport and health sciences, medical science and medicine.
- **Old Library:** an accessible store of low use and specialist research material. This building also houses special collections including rare books and archival material and the Bill Douglas Cinema Museum as well as teaching spaces and a variety of student services.
- **Roborough Basement:** a locked store of very low use items; a fetching service is provided for requested items.
- **Penryn Campus Library:** a shared site with Falmouth University. Physical stock is purchased by both institutions; an inter-campus loan service is provided between Cornwall and Exeter.

Library staff work across the University's Exeter premises, and travel occasionally to other library sites in the region including the campus shared with Falmouth University in Cornwall and to NHS partner sites in Exeter and Truro. The Library operates a single team, a matrix management approach and on-going adaptation to ensure the University has the necessary staff skills and services for a rapidly changing HE and digital information environment.

The organisational structure reporting into and associated with the Library currently encompasses the following staff groupings:

- Resources (including circulation, enquiries and stock management functions)
- Academic Support Innovation (including liaison, research support and support for taught courses)
- Special Collections (including externally funded project archivists and the Bill Douglas Cinema Museum)
- Digital Humanities (closely aligned with the College of Humanities)
- FX+ Director of Library and Academic Skills

The Library is a member of RLUK and collaborates actively in national and international initiatives to shape the modern research library through this collective of leading UK and Irish research libraries. Enhancements

to services for students and researchers derive also from involvement in shared-services developments led by SCONUL and JISC, and increasingly with the GW4 alliance of research-intensive universities.

Job Description

To provide strategic direction and leadership for the development and delivery of Library Services in support of the University's sovereign strategies of Education and Research and Impact.

To contribute strategic steer for library services delivered in Cornwall through FX+, a joint University of Exeter and Falmouth University venture.

Main purpose of the job:

To lead the Library to deliver excellent student satisfaction and outstanding research support through strategic and imaginative management of services and resources, including people, budgets, collections and spaces:

- To direct the Library to help deliver Exeter's research and education ambitions as a member of the Russell Group
- To provide ubiquitous services and solutions which connect people to knowledge, facilitate research and learning, catalyse new knowledge creation, and support individuals to achieve their goals
- To foster a culture of agility, innovation and appetite for change
- To help raise the internal and external profile of Exeter's Library as central to institutional success through the quality and innovation of its leadership
- To lead and manage c.60 Library staff, and the Division's £7m+ budget, within a University environment committed to LEAN working practice, cross-service collaboration and growth in student/academic numbers

The post-holder is a member of the Education and Student Support Senior Management Team, and provides leadership for line management by senior staff within a single-team ethos.

Main duties and accountabilities:

1. Strategy & Leadership

- To provide strategic leadership for the Library aligned to the University's sovereign strategies of Education and Research and Impact
- To advocate the vision, service standards and strategic investment for a world-class Library at Exeter, and how this is intertwined with the institution's digital strategy.
- To take a leading role in the University in relation to strategic library change associated with planned diversification in education provision (including online) and increasing academic numbers.
- To contribute to the leadership of the Education and Student Support directorate and to Exeter's single Professional Services culture, ensuring close strategic and operational planning between Library Services, Colleges and other Services, e.g. the Student's Guild/FXU, Research Services, Student Employability and Academic Success and Teaching Quality Assurance and Enhancement.
- To provide encouragement and development opportunities for library staff

2. Finance, Management & Service Operations

- To provide library leadership for strategic financial management and resource planning, balancing the needs of research and education and continuing to drive a strong digital agenda
- To drive business reporting and performance measurement, ensuring regular feedback for customers and a culture of innovation and continuous improvement
- To foster entrepreneurship and ensure service planning is informed, flexible and imaginative in response to changing internal and external environments and the learning, teaching and research needs of staff and students

3. Research Support

- To plan, build and deliver high quality services, spaces and collections to support the University's world-class scholarship and research and its vibrant doctoral College community, which is benchmarked against our peers in the Russell Group and RLUK
- To provide, as part of the Open Research Board, professional leadership for the University open access services

- To support implementation of the University's Research and Impact Strategy through provision of appropriate library collections and services including its £1.5m investment in 21st Century library collections.

4. Learning & Teaching

- To ensure partnership working with students, which is at the heart of Exeter's philosophy, is embedded in service design and strategic planning
- To plan, build and deliver services, spaces, collections and a digital environment that anticipates the needs of students and academic staff and help promote the University to prospective students, parents, alumni and donors
- To encourage innovation and creativity in the approach to service development and promotion to ensure staff and students are engaged and participating in service planning, marketing and delivery
- To ensure that services are planned and delivered to closely align with the University's Education Strategy, and in close partnership and liaison with Colleges, Guild and other Professional Services, particularly where this includes new modes of delivery – for example through Degree Apprenticeships or fully online learning.
- To provide leadership for library study space growth and development within the framework of the University's wider Learning Spaces strategy

5. Special Collections Engagement

- To provide leadership to ensure service and collection development for Special Collections is closely aligned to the University's Research and Education strategies, and its commitment to public engagement and impact
- To provide leadership to strengthen Exeter's stewardship standards for the care and exploitation of cultural and heritage collections
- To foster a culture where imagination and entrepreneurship lead to highly visible internal and external profile for the University's unique and distinct collections which maximises income generation (philanthropic, grants and trusts, commercial)

6. Relationships & External Profile

- To demonstrate leadership and commitment to collaborative cross-Service / College / campus working in all aspects of service planning and development to maximise efficiency, strategic collaboration, service impact and value for money regardless of service administrative boundaries
- To strengthen the positive reputation of the Library within the University and with external partners
- To help foster a collaborative planning culture and a shared framework for performance monitoring with the Library's co-service partners including FX Plus, Falmouth University (e.g. Library on Cornwall Campus) and the NHS (Health Libraries)
- To represent the University externally (e.g. SCONUL, RLUK, GW4) and to provide leadership through regional and national debate

7. Strategic Projects

To provide strategic leadership for key Library projects including:

- Strategy Group – to establish an oversight body to facilitate library development and academic partnership and to provide strategic budget governance appropriate to changing publishing practice and in line with research and learning need
- Systems integration - to lead on the embedding of library systems within the developing learning and teaching digital environment to provide a seamless student experience
- Digital provision – to promote and embed the primarily digital vision for the Library
- Open Access to research outputs & research data - to lead institutional responsiveness to externally-driven change in scholarly communications from research funders and government

This job description summarises the main duties and accountabilities of the post and is not comprehensive; the post-holder may be required to undertake other duties of similar level and responsibility.

Regular Contacts & Relationships

- University Executive - Vice Chancellor's Executive Group, including DVCs for Education and Research and Impact
- Academic Colleges - including Pro Vice-Chancellors, Directors of College Operations, Associate Deans for Education and Research, Education Business Partners, academics and students
- Student's Guild/FXU - including Chief Executive and Sabbatical Officers
- Professional Services Leadership Team and their senior teams
- FX+ Library Service

- Donors, Alumni and Honorary Graduates
- Professional bodies - including RLUK, Russell Group, SCONUL, SWHELS, GW4
- Media and cultural partners, e.g. Arts Council England, The National Archives

Person Specification

Competency	Essential	Desirable
Attainments/Qualifications	Professionally qualified postgraduate and/or appropriately qualified by experience	
Skills and Understanding	<p>Ability to understand critical success factors for Exeter</p> <p>Relevant knowledge of libraries in the Higher Education research and learning environment and of key developments in the field</p> <p>Demonstrable strategic leadership skills with strong influencing and advocacy skills</p> <p>Ability to manage competing demands and to motivate teams in a constantly changing environment</p> <p>Understanding of pedagogic and research practice and how academics work</p> <p>Evidence of ability to work collaboratively across service boundaries</p> <p>Proven ability to provide customer focused service</p> <p>Understanding of strategic drivers for Higher Education, including the concept of students at the heart of planning</p> <p>Ability to show value for money and to evidence service performance effectively</p>	<p>Able to demonstrate credibility within the academic research community</p> <p>Ability to lead and manage change effectively</p> <p>Commitment to and ability to advocate a primarily digital vision for the Library</p> <p>Knowledge of managing cultural and heritage collections and understanding of impact and public engagement</p>
Prior Experience	<p>Track record of success in student and academic engagement</p> <p>Substantial relevant experience of managing large complex services in a changing environment</p> <p>Experience of managing large budgets and strategic resource planning</p>	<p>Experience of strategic leadership and senior management in a university or equivalent complex organisation</p> <p>Experience of managing cultural and heritage collections & national standards in collection care</p> <p>Experience of fund-raising and working with donors and alumni</p> <p>Project & Change Management</p>
Behavioural Characteristics	<p>Energy, resilience and the ability to inspire and lead others</p> <p>Commitment to team working across a single Professional Service culture</p>	<p>Empathy with the aspirations and values of a Russell Group university</p>

	Creativity and a commitment to staff development Proactive, responsive and agile approach to work	
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Terms & Conditions

Our Terms and Conditions of Employment can be viewed [here](#).

Further Information

Please see our [website](#) for further information on working at the University of Exeter.