

University of Leeds Libraries

Annual report 2023/24

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Our Libraries are the foundation for student learning, community and research.

Our rich collections enable discovery and spark curiosity in our audiences.

Our innovative services connect diverse communities, knowledge and ideas through our unique position as an accessible and interdisciplinary knowledge hub for the university.



UNIVERSITY OF LEEDS

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Our aim is for our Libraries to be beacons of innovation, opportunity and inclusivity for all.

The work of the past year is guided by the **Libraries vision: Knowledge for All**, which sets out our strategic programme supporting the University strategy themes of student education, digital transformation, community, culture and impact, and research and innovation.

Our cultural shift focuses on our shared values, with the commitment to equity, diversity and inclusion at its heart. We are creating a culture of innovation, meaningful partnerships and empowerment that underpins all our efforts to make a positive difference in the world.

Throughout the report, work directly related to our strategic priorities is highlighted with the priority number. You can find the full text of the priorities listed at the end of this report.

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Customer Service Excellence (CSE) award

Our best-ever CSE result – a brilliant outcome that reflects the genuinely customer-focused approach of all our teams across all Libraries.



Full compliance across the whole CSE standard



12 “compliance plus” standards retained



2 new “compliance plus” standards achieved

CSE is a key accreditation for the Libraries. It allows us to test ourselves against a rigorous set of standards, which show our commitment to, and delivery of, customer-focused activity.

Our compliance plus points

1.1.1

We understand our customers, using recent and reliable information



1.1.2

We actively explore our customers' needs and preferences



2.1.1

We are committed to put users at the heart of our services



2.1.6

We empower all Library staff to be customer-focussed



2.2.1

Training policies develop customer-focus for our staff



2.2.4

Insights from staff interacting with customers are part of service plans



2.2.5

Our leaders and managers demonstrate customer-focused behaviours



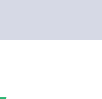
3.1.2

We are upfront about any charges for services



3.3.1

We make our services accessible and offer alternatives



3.3.2

We evaluate customer interactions to improve services



3.3.3

We keep our libraries clean and comfortable



3.4.3

We interact and support wider communities



New compliance pluses

1.3.2

We analyse and let people know about service satisfaction levels



4.2.3

We benchmark our services to improve what we do



Student education and experience

Our library environments are central to the student experience, **enabling new discoveries** through our rich collections and connecting ideas, knowledge and communities.

We provide the foundations for student education, research and innovation through our integrated on-campus and online services, and deliver an **outstanding** and **inclusive student experience**.

We **empower and develop students** through mentorship opportunities and internships, such as our academic writing mentors, student ambassadors and our cultural, galleries and communication internships.



On campus learning hubs

Our libraries are welcoming, safe and collaborative spaces for learning, development and experimentation.



2,112,126
Library visits



75,874
Physical items loaned



2,628
Library Makerspace users

Digital spaces

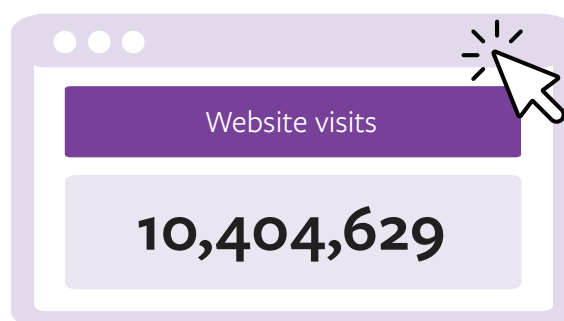
We provide the information resources students need to explore their academic and personal interests, through ebooks, journals and digitisation. We develop in-depth online guidance for study and research.

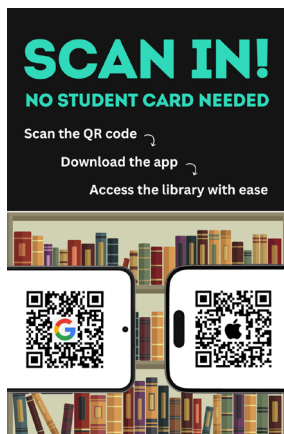


93,521
Enquiries answered



1,003,228
Number of ebooks accessed





Improving student experience through mobile access

Problem:

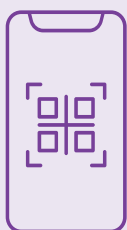
Students forget their ID cards, forming big queues for day ticket machines

Solved!

The new Sentry app integrates with our library management systems so that phones can be used to enter and leave our libraries

Impact:

Improved our service by saving time and frustration and lowering barriers to entry



173,151

Scans (entry or exit) using the app in the first term



6,840

Unique card numbers presented.

Library of Things

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We launched the **Library of Things** in January 2024, lending specialist audio-visual equipment for creative projects of all kinds.

Bring Your Own Device pilot a success



As part of the Learning Spaces programme in collaboration with IT Services, the Brotherton Library piloted a new “Bring your own device” area, where students can plug their devices into a fully equipped workstation with a large screen and ergonomic keyboard and mouse.

More supported space for student writing

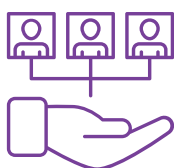
Our popular Writing Space provides a nurturing and informal space for students to work on their writing. This year we:



extended the service to be available every weekday afternoon



created more opportunities for students to become writing mentors



reached out to **encourage** students from a wider range of subject areas to benefit – 66 students engaged with pop-up stalls in four schools.

“We promise to provide a supportive and compassionate environment, whether you’re an international student on your first day of year 1, or a taught postgraduate student writing their dissertation”



“Helped me figure out my literature review and how to make it more concise and specific.”

“The writing space was so helpful and answered all my questions! Everyone was very friendly and approachable, and I feel a lot more confident with my essay!”



94%

Of student visitors would recommend the Writing Space



“My favourite thing about working as a mentor last year was seeing students I had originally helped come and visit the space again. I felt that we worked collaboratively together over a few weeks to make some great progress, and we were able to see a lot of improvement (in both their academic skills and their confidence).”

Charlotte, Academic Writing Mentor (and 3rd year Biology student)



980

Visits



277

Students helped by mentors (385% increase on last year)

Academic skills development and workshops

Learning advisors design and deliver in-curricula and co-curricula skills development opportunities, aligned with Curriculum Redefined and in partnership with academic and professional colleagues.



30,099

Students received academic skills teaching



2,108

Students attended a Skills@Library workshop online or in-person



351

Maths and statistics consultations, of which 24% were return visits



1,033

Students had academic skills appointments with our learning advisors



It was absolutely amazing! Maybe the most valuable 45 mins of my uni career so far (2 and a bit years in)."



96%

Said they learned something to improve the way they work



The learning advisor was absolutely amazing and helped me so much! I loved the format that you can ask for help for whatever! Gave me a lot of confidence and really helpful techniques to go forward with!!"

No limits on 1 million new ebooks

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Substantial investment in a new ebooks platform, Perlego, provides access to over 1 million ebooks across disciplines and subjects. These are available on an unlimited concurrent usage model, which means students have on-demand access to the texts they need.

In its first two months, Perlego gave access to:



1,904

Citations on reading lists



17,365

Unique titles

Discovery collections promote diversity



We created online Discovery Collections to promote our leisure reading and audiobooks, and curate resources to support initiatives such as Black History Month and Disability History Month. This creates opportunities to explore themes and reach a deeper understanding.

HSL refurbishment begins!

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Work to refurbish the group area in the Health Sciences Library has begun, part of a campus Learning Spaces initiative.



- Extensive consultation with students and staff
- Supports the University's sustainability objectives
- Connection to nature and wellbeing
- Supports different types of collaborative and group work.

“The bold design will transform this corner of the Library into a light, open, and engaging space, that will help to foster collaboration, creativity, and academic success.”

**Michael Fake, Associate Director:
Student Learning
and Experience**

Investing in open higher education

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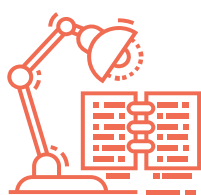
We have trebled our investment in initiatives and organisations that support open access content and infrastructure. This is a key enabler of our vision to be an active partner within scholarly communities that support the development of open educational resources for equitable education opportunities.

Access for all

We work to **continuously improve** and widen access to our resources as part of our **focus on Equity, Diversity and Inclusion**. Here's how we increased the accessibility of our student education and cultural resources this year.



Accessibility boost for study rooms



We worked with our users to upgrade our accessible study rooms with better equipment across all our libraries, and with Disability Services to improve our accessibility webpages. Users can now also request additional equipment from library desks as needed.

Integrated accessibility for ebooks

A key reason for subscribing to a new ebooks platform, Perlego, was its accessibility features and commitment to inclusivity. These are an integral part of the platform, including:



Read aloud
(text-to-speech)



Easily adjust colours
and text settings



Alt-text and descriptions
for all images settings



Use of BeeLine (a tool that
makes reading on screen easier).

Perlego also widens access to titles in languages other than English and textbook content that we have been unable to supply previously.

ACCESSories Hub

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We are always seeking innovative and inclusive ways to engage visitors and improve access to culture on campus. The new ACCESSories Hub in our Galleries provides a range of resources for enhanced interpretation of art and exhibits.



“Thank you for asking for external input, this already feels like accessibility in action”

“I liked the sensory station in particular. I think it helps people to stay longer here”

Community, culture and impact

Our cultural collections are **internationally significant**, connecting researchers worldwide who collaborate to advance knowledge. Our work is focused on **finding innovative and inclusive ways** to increase access to our cultural treasures for **the benefit of all**.

Our collaborations with local communities create **meaningful, authentic impact**, through engagement events and exhibitions. The stories within our collections are told and interpreted with diverse voices, as we seek to incorporate **different perspectives and experiences** within our archives and records.



Welcoming students, staff and communities

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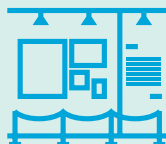
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Being physically present with art and artefacts is inspiring and creates memorable moments of wonder. We welcomed public and university visitors to our Galleries:



16,664

The Stanley & Audrey
Burton Gallery



11,802

The Treasures of the
Brotherton Gallery

The Brotherton Research Centre welcomes visitors to engage with our research collections. Recent work has widened student access to unique artefacts, providing more opportunities for student research projects and work experience.



8,275

Items
consulted



1,283

Visits



122

Teaching sessions
facilitated



43

Engagement
events

Welcoming Migrants

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Welcoming Migrants is an innovative community engagement project dedicated to building meaningful relationships with refugees, migrants and asylum seeker groups. It supports the University's aim to become a University of Sanctuary as part of Equity, Diversity and Inclusion.

Created in consultation with community organisations, such as **LASSN (Leeds Asylum Seekers Support Network)** the programme uses cultural collections in our Galleries. A co-curated exhibition on Welcoming Migrants is planned in 2025.



We also created the Academic Asylum Seekers and Refugee Access Membership, granting a year-long reference access to our libraries at no cost for refugees and asylum seekers.

New audio trail augments our public art

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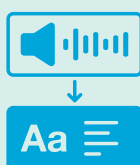
New webpages and an audio trail make our 21 works of **public art** on campus more engaging and accessible. Each piece of art is linked to recorded interviews with the artists, family members, or experts on their work.



Audio descriptions of each work



Braille text on all labels



New trail map optimised for screen readers



376% increase in webpage views compared to previous year



STUDENT CASE STUDY

Asylum seekers Cook-up Recipe Book



Galleries Student Ambassador Saba Saddiqui worked with the Galleries Learning and Engagement Team on a deliciously engaging project.

Saba's academic interest in decolonising practices led to partnering with LASSN (Leeds Asylum Seekers Support Network) to share our **Cookery Collection**, which is designated as internationally significant.

“Food is a critical part of everyone's daily life, and I think it is such an important way to form and maintain a sense of community between people. I know it is of cultural significance to many, so I thought it would be a great focus for the group to look at historical and contemporary recipe books and have a go at making a collaborative one.”

Saba Siddiqui

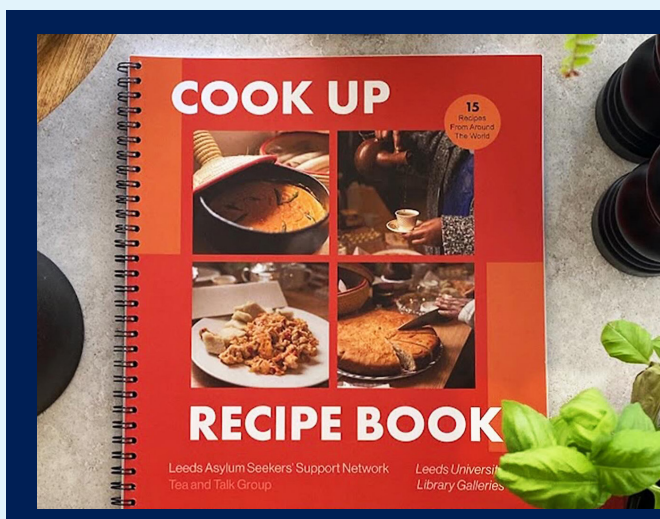
“We have formed a fantastic partnership [...] which has empowered so many asylum seekers and refugees with the opportunity to access routes into education, art, culture and enjoy the gallery collections and campus. The projects, workshops and tours have brought together individuals through sharing food, lived experiences and a love for art.”

LASSN Staff

Saba invited the LASSN Tea & Talk Group to explore books including **The Good Housekeeping Illustrated Cookbook** by Zoe Coulson, **Classic Palestinian Cookery** by Christiane Dabdoub Nasser, and **Eating and Cooking Around the World, Fingers Before Forks** by Erick Berry. The group went on to write down, decorate and share recipes from their own homes to be included in a community cookbook.

Charles Fowler, a first year BA Design student, was commissioned to bring the recipes together in a book for publication. It was titled ‘Cook-Up Recipe Book’, and each member of the Tea & Talk Group was gifted a copy.

We were also delighted that ‘Cook-Up Recipe Book’ was included in the exhibition at Sunny Bank Mills Gallery **Don't Play With Your Food**. Copies of the book were on sale at the exhibition, with all proceeds going to LASSN.



“It's so lovely to be involved in these activities, it has taken my mind off all my worries.”

LASSN Tea & Talk Group participant



Contested Bodies exhibition

‘Contested Bodies’ was an innovative art exhibition in The Stanley & Audrey Burton Gallery, which exhibited the work of over 40 contemporary artists from across the gender spectrum. The display explored gender stereotypes, self-representation and shapeshifting through fashion in artworks made in the last 10 years. This inclusive show diversified our audience base and provided a welcome space for reflection.



6,542

Visitors



97%

Rated the exhibition
Very Good or Good



61%

First-time visitors



30%

Visitors identifying
as part of LGBTQ+
community



*I am thrilled to
lend the works in
this exhibition to
the ever-dynamic Stanley
& Audrey Burton Gallery,
especially given Leeds' rich
history of feminist and
queer activism."*

Marcelle Joseph,
Co-curator



Newly commissioned
large-scale textile work
by Leeds-based artist
and alum Tiegan Handley
for the Parkinson Court



Student intern (Abi Taylor) reinterpreted a number of artworks through a queer and feminist lens, presented on lavender labels throughout the galleries, encouraging different perspectives and provoking conversation.



*The gender-queer coding of many of the pieces here
creates a safe space for diverse and minority peoples which
is much needed."*



*Glad we're seeing culturally and socially relevant exhibitions
at Leeds."*

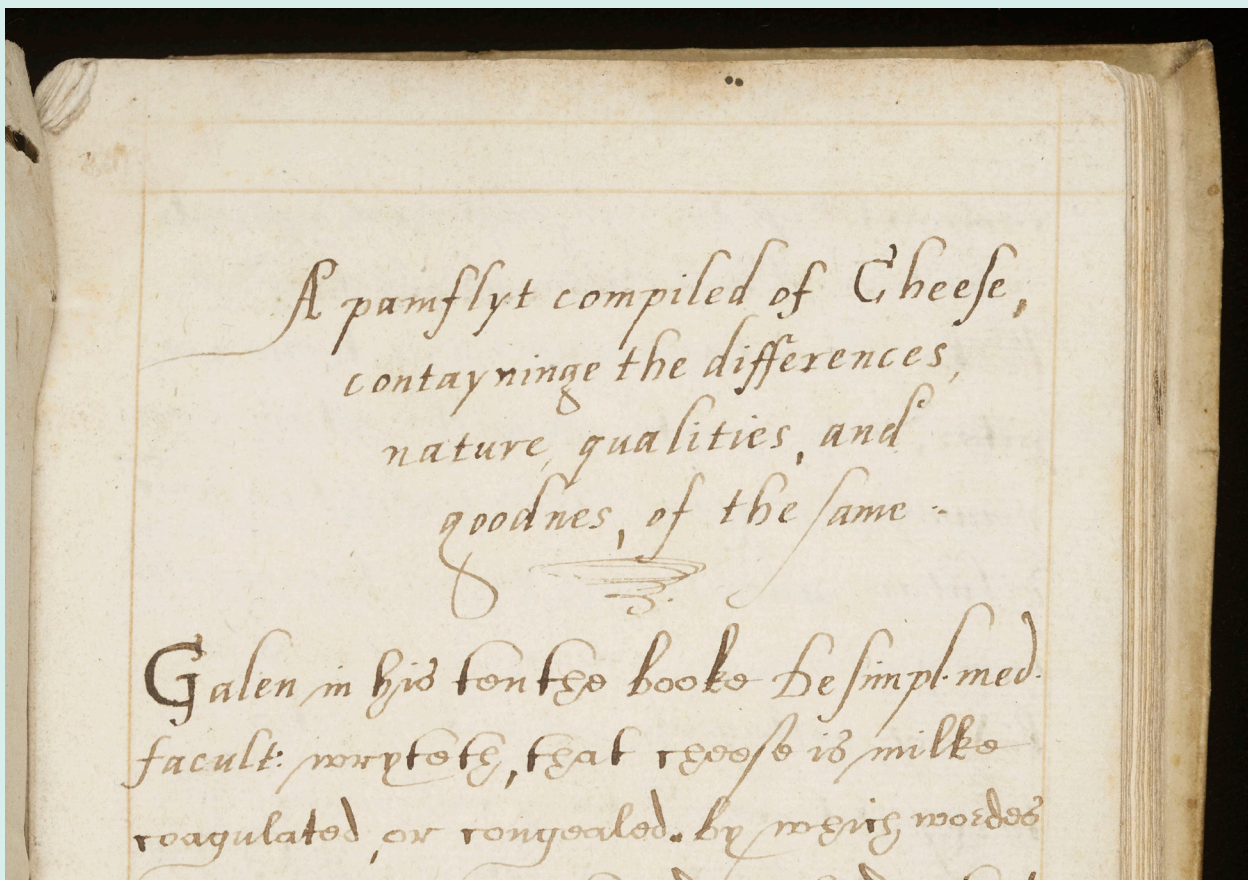
We raised the profile of our collections and exhibitions with national media coverage, **securing 131 news and feature pieces.**

The Guardian and the **BBC** led on coverage of Cultural Collections' acquisition of the earliest known book in English about cheese. It was spotted by researchers from BBC One's **Bargain Hunt**, who came to film an item on the 'Pamflyt compiled of Cheese' over the summer. Cheesemakers from the Tudor Dairy at Kentwell Hall in Suffolk have prepared a full transcription of the 16th century manuscript.

Mohammad Barrangi was interviewed by **The Guardian** and **BBC Radio 4's** Front Row ahead of the opening of his exhibition in May 2024.

Our Northern Ballet Romeo & Juliet archive exhibition 'Preserving the Passion' was a cover story in **The Yorkshire Post's Saturday Magazine.**

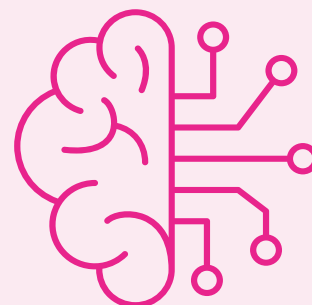
Specialist coverage of the 'Part of the Furniture' exhibition in Treasures of the Brotherton including **House & Garden, World of Interiors** and **Antique Collecting** brought the riches of The John Evan Bedford Library of Furniture History to international audiences.



Detail of the first page of 'A pamflyt compiled of cheese', **Special Collections MS 2289.**

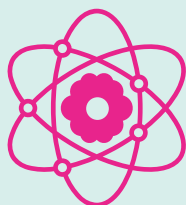
Digital transformation

We continue our digital transformation, **promoting greater understanding and ethical use of Gen AI** in libraries and student education. We are working to establish a **digital capabilities framework** and support for students, and providing opportunities for colleagues and students to engage with **digital humanities research**.



Generative AI guidance

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Aligning with the University's digital transformation strategy, we partnered with DES, Doctoral College and OD&PL to support students and staff to develop understanding of Generative AI:

- Sponsored the inaugural Digital Summit in June 2024, focussing on Generative AI
- Produced new guidance on **using AI for academic skills development** on the Libraries website
- Supported and maintained the University's **Generative AI website**
- Partnered with IT services and DES to trial Microsoft CoPilot with colleagues.

New collaboration opportunities for digital humanities



We became members of **DARIAH (Digital Research Infrastructure for the Arts and Humanities)** this year, which opens up new collaboration opportunities for colleagues.

It enables us to extend our research strengths in digital humanities such as cultural heritage data, corpus linguistics, geo-spatial mapping and the ethics of AI and machine learning in the galleries, libraries, archives and museum sector.

Digital Humanities: remixing cultural collections with digital and AI tools



With funding from the University Alumni Footsteps Fund we have been able to support 10 undergraduate internships in the **Digital Creativity and Cultures Hub (DCCH)**.

The students worked on library and cultural collections-based projects, conducting research in digital humanities and presenting their work to professional and academic colleagues.

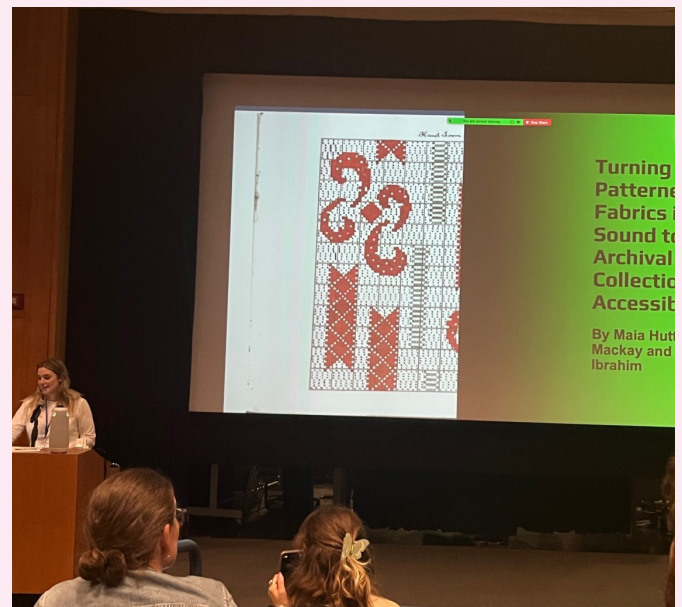
Student scholarship gains global recognition

Undergraduate student Maia Hutton Mackay (Classics) presented work on digitising textile patterns into sounds at the 2024 **International Image Interoperability Framework (IIIF)** conference in Los Angeles, California, in June 2024. IIIF is a set of open standards that deliver high-quality digital objects online at scale. It's also an international community, backed by a consortium of leading cultural institutions.

Maia and her internship project partner, Harith Ibrahim (Robotics and Mechatronics) digitised collections, experimenting with 3D scanning methods such as photogrammetry, Gaussian Splats and Photometric Stereo.

Their goal was to make heritage materials more accessible, not just in terms of global access through IIIF but also by providing innovative ways for people with visual impairments to experience the collection.

They developed a method to transform patterned fabrics into audible frequencies. This approach allows people to experience the patterns through sound, creating a multi-sensory representation of the textiles.



“Our internship... has allowed us to explore the significance of historical artefacts, their properties and manufacturing techniques while applying modern scientific and computational methods for long-term preservation. By combining our diverse backgrounds, we've developed innovative solutions that make our cultural heritage more accessible and engaging for everyone.”



Other internship projects

Lili Jaber (English) used AI-enabled auto-transcription software to create transcripts of 18th and 19th Century manuscript recipes, turning these into a modern, interactive cookbook. She presented her work on the University of Leeds's **cooking collection**, at an Open Lunch event 26 June.

Sam Yeung (Music Psychology) chose to explore digital AI methods working with two very different types of image recognition: identifying locations from images in the **Bingley Photographic Collection**, and automated recognition of early printed Chinese characters collections in the **Chinese Collection**.

Lillie Walker (Product Design) and Jiaye Wang (Music), worked on the Born in Bradford - Digital Makers project, developing digital skills training for school children in the Bradford area.

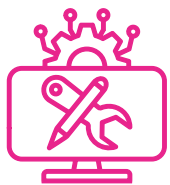
Amy Baker (French and Italian) and Lexi Zhong (Product Design), our Cultural Collections team worked with curatorial staff on digital ways of bringing the University's Cultural Collections to life.

Madalena Teague (Art and Design) and Roseline Zhang (Architecture), worked with the Galleries team to open up the University's art collections to migrant communities as part of the Welcoming Migrants Project.

Embedding digital capabilities for students

Developing digital capabilities is essential for students to take advantage of a digitally-enabled active learning experience. Digital skills support student success in their studies and future careers, and is a key part of the University's Student Education strategy and Capabilities Framework.

Our digital learning advisors work with colleagues across faculties and professional services. This year they have:



Co-designed and embedded digital skills development for students within the curriculum



Developed and delivered a programme of co-curricular workshops, including using AI, video production and podcasting, 3D printing, digital identity and wellbeing



Provided drop-in sessions and an enquiries service



Rolled out the Jisc Digital Capabilities Framework tool allowing students to assess their skills and receive personalised resource suggestions



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Embedded sessions in six faculties

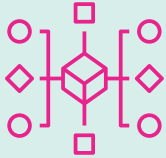


2,408

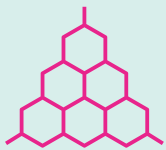
Students attended sessions

Digital Library Infrastructure Project (DLIP) progress

DLIP, our major technical infrastructure project, is on track to transform digital access to rare and unique materials for study and research. We have:



Adopted a linked data model (Linked Art) for cross-institutional digital exhibitions



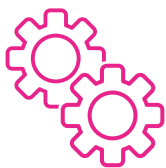
Laid foundations for a new Repository Service to manage our cultural collections content with greater efficiency and security



The proof of concept prototype was approved for the technical infrastructure of the new Cultural Collections website, providing search power and discovery functionality

Improving research management services

The EDCIS: Ensuring Data Compliance, Insights and Sharing project is underway to:



Improve our research information system, Symplectic



Consolidate our three research data repositories into a single unified repository

This will improve our processes across the University resulting in:



Easier use and better access to research information and data insights



Compliance with research funder requirements, including REF2029

Empowering our research community

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Opening Research Culture practices

Establishing an Open Research Culture is key to the University's goal to make a positive difference in the world. Open research practices will increase research quality, reach and reproducibility, facilitate interdisciplinary and international collaboration, and ultimately advance knowledge and transform lives.



Developing open research practices

A new dedicated Open Research Advisor advocates for open research practices across the institution, through enhanced support, training and guidance. This role directly supports Directors of Research and Innovation in their Open Research Champion role.



Improved open data sharing

We updated University consent and participant information forms, in collaboration with the Ethics and Information Governance Team, to support greater sharing of open data where appropriate.

Open access increased through rights retention

Problem:

Researchers had to inform publishers they were retaining the rights to their work at the point they submitted their manuscript, so that their work could be made openly accessible immediately.

Solved!

We changed the University's publication policy to incorporate automatic retention of rights. We contacted 130 publishers to inform them that our authors automatically retain their copyrights in their research outputs.

Impact:

The University's research is immediately available through our open access repository, increasing research impact and reducing barriers to knowledge. Researchers do not have to individually assert their rights and negotiate with publishers, who otherwise would take their copyright as a condition of accepting their manuscript.

Our White Rose institutional repositories continue to make the knowledge we create openly available for all. This year we made available:



5,695
Research
outputs



678
Theses



157
Datasets

Research analytics service

Our research data analytics service actively contributed to faculty strategic priorities through:

- Data and recommended actions for Faculty IPE submissions
- Providing data for KPIs – primarily field weighted citation impact
- Curated, accurate researcher profiles
- Structuring data to generate School and Faculty reports
- Insight on current awareness and use of metrics for Leeds research evaluation, via a recent Pulse survey.

Improving research visibility



Our research visibility service has sparked a new initiative, partnering with faculty colleagues to explore priorities and what is needed to ensure Leeds' high quality research reaches a bigger audience.

Literature searching service



Expert literature reviews were delivered for 11 research projects across three schools, focusing on medicine and health, education, and media and comms.

Researcher professional development and support



3,850

Individual researcher enquiries answered



1,345

Participants attended 95 workshops



It was interactive, and therefore gave me a chance to see if I have understood correctly before the session was over"

Literature Searching for your Research Project participant

Flipping the classroom

A new flipped classroom approach for research analytics workshops led to greater participation of staff and postgraduate researchers, who rated it good or excellent.



Trainers were knowledgeable about different types of research and data. They were pragmatic and honest about the challenges." **Research Data Management Essentials participant**

New AI course

We developed new training resources on using artificial intelligence to support literature reviews.



The session was very descriptive, insightful, and dealt with all the related concepts of the course in detail. It was very helpful since there were a lot of examples that were relatable."

Strategic priorities

Throughout the report, **work directly related to our strategic priorities is highlighted with the priority number.** Here is the full text of the priorities listed.

You can see our full set of strategic priorities in our libraries vision: **Knowledge for all**

Digital futures

1 Strategic priority 1

Become a Centre for Excellence in providing and developing digital academic literacies. Instil our students with transferrable digital skills for them to succeed in their study and work, and support them in countering digital and data deluge, through all stages of their study.

2 Strategic priority 2

Develop a holistic, user-focussed, personalised digital experience for our users through audience and behaviour mapping, data analytics, and machine learning. Enable automated enquiry management and digitalisation of processes for efficient and responsive service delivery.

3 Strategic priority 3

Develop meaningful and sustainable research partnerships on the intersection of collections with digital, particularly in digital humanities and digital scholarship. Support civic engagement and open debate on digital and information poverty, digital inequalities, and ethics of technologies to ensure inclusive and equitable services for our users.

4 Strategic priority 4

Instigate a bold digitisation programme and significantly modernise our digital library infrastructure (including our repositories and virtual reading rooms) to widen access to, and enable teaching, research and global engagement with, our digital and digitised collections.

5 Strategic priority 5

Establish an institutional records management and digital preservation programme, in alignment with the University's data strategy, to ensure that our institutional, cultural, and scientific outcomes are preserved and remain accessible for future research, learning and engagement.

Open higher education

6 Strategic priority 6

Help position the University of Leeds at the vanguard of open higher education by leading sector debates on open research and open educational resources for global reach, impact and benefit. Diversify our collections and play a central role in the institutional aim of decolonisation of the curriculum. Lead on public access to collections, art and wider culture through our galleries.

7 Strategic priority 7

Establish an institutional statement on open research and provide holistic support for the whole open research lifecycle. Empower our research community to navigate the complex open access landscape in a financially sustainable and simple way

8 Strategic priority 8

In partnership with academic and professional services colleagues, embed academic literacies in the curriculum to support active learning and good academic practice.

9 Strategic priority 9

Enhance research impact, culture and internationalisation by providing effective bibliometrics data and contribute significantly to embedding responsible metrics in institutional thinking and activities.

10 Strategic priority 10

Partner in the development of open educational resources and establish a Leeds approach towards open textbooks. Create a sustainable alternative open textbook model in collaboration with the sector, and further develop White Rose University Press as an established, high-reputation university press for open access publishing.

Sustainable environments

11 Strategic priority 11

Embed environmental and operational sustainability in our physical and digital environments. Understand and reduce our carbon footprint, embed smart campus and data analytics capabilities for efficient operations and space management, and incorporate public art and nature-inspired thinking in our physical environments.

12 Strategic priority 12

Invest in the Brotherton and Health Sciences Libraries, modernising them to ensure that they provide an enhanced and inclusive physical and digital experience. Develop maintenance plans for existing facilities (Laidlaw and Edward Boyle Libraries, The Stanley & Audrey Burton and Treasures of the Brotherton Galleries) to ensure they continue to provide a sustainable world-class student and community experience. Explore the long-term future of St James's University Hospital Library site.

13 Strategic priority 13

Reconfigure our spaces to deliver for the changing student demographic and needs at Leeds. Enhance our postgraduate spaces and work with the Doctoral College to consider a Research Commons space for postgraduate researchers.

14 Strategic priority 14

Provide environments that encourage disruptive, creative and innovative thinking through invention labs, digital accelerators, entrepreneurs in residence, makerspaces and editathons. Provide educational spaces expertise and leadership for the wider campus, and develop the concept of libraries as labs for interdisciplinary experimentation. Further open our spaces for local communities.

15 Strategic priority 15

Develop a collections sustainability plan that ensures appropriate growth and maintenance of our physical and digital collections. Invest in a modern collections store to consolidate several stores across the institution. Develop the Western Campus Store further to provide appropriate facilities for our Special Collections. Explore regional and national initiatives on collaborative collection management.

Enriched experiences

16 Strategic priority 16

Develop and support a cultural learning and engagement programme that uses our wonderful galleries, special collections, and public art to their fullest potential and creates global impact through hybrid exhibitions. Contribute to the development of the Leeds 2023 initiative and ensure that we are recognised as a cultural leader across the sector and region.

17 Strategic priority 17

Adopt user experience approaches to co-produce our integrated physical and digital services with our users, providing an experience that makes a positive difference and adds value to their mission. Develop our behavioural analytics capacity to support decision making.

18 Strategic priority 18

Embrace and actively pursue technologies to add value to our users' experience. Improve discoverability of our resources and explore application of linked data, artificial intelligence, and extended reality in Libraries.

19 Strategic priority 19

Provide alumni with a high-quality experience of our physical and digital offer. Embed philanthropic fundraising in our activities and develop an audience-segmented communications plan that raises the profile of the Libraries.

20 Strategic priority 20

Provide an accessible and inclusive user experience, with a focus on widening participation. Extend access to our buildings, facilities, collections and public art in ways that support the needs of diverse audiences from around the globe.

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