



UNIVERSITY OF BRITISH COLUMBIA LIBRARY

UBC LIBRARY
STRATEGIC DIRECTIONS, GOALS AND ACTIONS

FEBRUARY 26, 2010

STRATEGIC DIRECTIONS, GOALS and ACTIONS

ENHANCE STUDENT LEARNING	
<p>Students' evolving needs demand that we deliver a responsive, integrated program of services and create exceptional learning and research environments. The library's extensive teaching programs equip students with skills for lifelong success in an information-intensive world.</p>	
Goal	Actions
<ul style="list-style-type: none"> ▪ actively partner with faculty in curriculum design, teaching critical thinking, digital literacy and information fluency 	<ul style="list-style-type: none"> ▪ develop and integrate library teaching programs more fully within the curriculum
<ul style="list-style-type: none"> ▪ provide new technologies to enhance student productivity and knowledge creation, wherever users are 	<ul style="list-style-type: none"> ▪ update and expand the library IT infrastructure to support student productivity and interactivity ▪ use state-of-the-art digital tools to instill information literacy and knowledge management skills ▪ collaborate with campus partners to integrate library resources within virtual learning environments
<ul style="list-style-type: none"> ▪ develop user-centered spaces and services to promote informal learning, study and reflection, collaboration and dialogue 	<ul style="list-style-type: none"> ▪ complete capital projects for Asian, David Lam, Law, Robson Square and Woodward libraries and the Integrated Research Library facility ▪ partner with students and campus units to identify and respond to changing needs in the libraries ▪ expand and coordinate the Learning Commons model across campus and virtually ▪ respond to the specific needs of international students and a growing graduate student population
<ul style="list-style-type: none"> ▪ expand support for Aboriginal students and encourage all students to learn about Aboriginal issues and perspectives 	<ul style="list-style-type: none"> ▪ work in partnership with Aboriginal faculty, programs and services to develop new supports ▪ increase information holdings in areas related to Aboriginal issues

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ACCELERATE RESEARCH	
<p>The library is critical to the research endeavor. Our expertise connects faculty and students with local and global information resources and enables new forms of knowledge creation, dissemination and exchange.</p>	
Goal	Actions
<ul style="list-style-type: none"> ▪ increase the impact of UBC research by making it widely available in open access digital repositories 	<ul style="list-style-type: none"> ▪ develop cIRcle into a showcase for research, with emphasis on local, regional and national collaborations
<ul style="list-style-type: none"> ▪ be a leader in developing and promoting open access and open source methods and tools 	<ul style="list-style-type: none"> ▪ raise awareness and engagement with emerging scholarly communication issues ▪ build and share expertise on new publishing models, intellectual property and rights management
<ul style="list-style-type: none"> ▪ establish a research commons, including specialized services to promote research productivity 	<ul style="list-style-type: none"> ▪ develop a suite of programs, technology tools and spaces dedicated to research and digital scholarship needs
<ul style="list-style-type: none"> ▪ involve library staff more fully as partners in the research process, applying their expertise and promoting connection between disciplines 	<ul style="list-style-type: none"> ▪ expand the visibility of library contributions to research within and across disciplines ▪ take part in initiatives on and beyond campus for managing and preserving research data ▪ strengthen library-wide resources and programs to advance Indigenous scholarship ▪ lead in developing a records management program for the University
<ul style="list-style-type: none"> ▪ build research capacity within the library 	<ul style="list-style-type: none"> ▪ develop goals, supports, and funding for a library research program ▪ link more actively with SLAIS research programs

STRATEGIC DIRECTIONS, GOALS and ACTIONS

MANAGE COLLECTIONS IN A DIGITAL CONTEXT

Content is our strength. As we develop the digital library we will maintain our commitment to print collections and provide powerful tools for discovery.

Goal	Actions
<ul style="list-style-type: none"> ▪ implement a comprehensive digitization program to provide unlimited online access to materials of research and teaching value 	<ul style="list-style-type: none"> ▪ create a coordinated strategy for digitizing a broad range of collections, particularly British Columbian and unique holdings ▪ pursue a robust digitization program for UBC and in partnership with local, national and international organizations ▪ expand digitization services for the campus community
<ul style="list-style-type: none"> ▪ enhance and integrate access to print and digital collections to make them easier to find 	<ul style="list-style-type: none"> ▪ improve findability of local and global information resources ▪ deliver more content and services to users' virtual and mobile environments ▪ redevelop the library web presence
<ul style="list-style-type: none"> ▪ strengthen and preserve collections to meet changing curriculum and research needs 	<ul style="list-style-type: none"> ▪ implement new practices for storage and retention of materials ▪ establish a preservation program for print and digital collections ▪ strengthen resources for Aboriginal programs, research, and communities
<ul style="list-style-type: none"> ▪ achieve a stable, sustainable collections funding model 	<ul style="list-style-type: none"> ▪ develop and implement a collections funding plan

STRATEGIC DIRECTIONS, GOALS and ACTIONS

ENGAGE WITH COMMUNITY

Through local, national, and international collaboration we exchange perspectives, expertise and resources with diverse communities. Our community engagement encourages effective use of resources and contributes to the economic, cultural and social well being of the people of BC and beyond.

Goal	Actions
<ul style="list-style-type: none"> ▪ actively support the Irving K. Barber Learning Centre and all library branches in their community engagement initiatives 	<ul style="list-style-type: none"> ▪ communicate and promote UBC-based lectures and events in the community ▪ increase access to services for affiliated or underserved groups in the community, including University neighborhoods ▪ expand support for community digitization projects
<ul style="list-style-type: none"> ▪ expand programs and services for alumni 	<ul style="list-style-type: none"> ▪ work with alumni groups to identify and develop initiatives of interest
<ul style="list-style-type: none"> ▪ extend support for students and faculty in their community-based and international activities 	<ul style="list-style-type: none"> ▪ seek new models for delivering library services at a distance ▪ expand information resources and other supports for the study of global issues
<ul style="list-style-type: none"> ▪ foster collaboration with other libraries, archives and educational and cultural organizations 	<ul style="list-style-type: none"> ▪ build partnerships with institutions and consortia to leverage our collective expertise and resources ▪ increase involvement of library staff in community projects and programs ▪ showcase the library's innovations and achievements to the broader community
<ul style="list-style-type: none"> ▪ increase the library's global presence 	<ul style="list-style-type: none"> ▪ take part in international collaborative projects and programs, including knowledge and professional exchanges ▪ form new relationships with international Indigenous libraries and information professionals ▪ strengthen practices and scholarship for the organization and management of unique cultural knowledge

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CREATE AN EXCEPTIONAL WORK ENVIRONMENT

The Library commits to being a respectful, healthy environment that encourages leadership, collegiality, diversity, individual growth and opportunity

Goal	Actions
<ul style="list-style-type: none"> ▪ continue to build a respectful, healthy and sustainable work culture 	<ul style="list-style-type: none"> ▪ develop programs that foster respectful practices ▪ promote a healthy workplace and work-life balance
<ul style="list-style-type: none"> ▪ support and engage staff in planning for organizational change 	<ul style="list-style-type: none"> ▪ develop a strategy for organizational transformation, including support for new job roles and responsibilities ▪ ensure balanced representation of employees on committees and working groups
<ul style="list-style-type: none"> ▪ ensure a work environment that fulfils employees' needs for continual learning and growth 	<ul style="list-style-type: none"> ▪ create a systematic employee development and training plan, including foundation skills and core competencies ▪ ensure managers/supervisors have the training and support they need to be effective and accountable ▪ link career and training plans to organizational and individual goals as part of performance planning
<ul style="list-style-type: none"> ▪ attract, recruit and retain a highly qualified, skilled and diverse staff 	<ul style="list-style-type: none"> ▪ encourage innovation and adopt creative ways of recognizing employees ▪ identify systemic challenges and implement best practices toward achieving an inclusive, diverse workplace

CRITICAL ENABLERS of SUCCESS

<p>These foundational areas must be supported to ensure success of the Library's Strategic Plan. Working plans will be developed for each of these Critical Enablers as early implementation priorities.</p>	
Critical to Success	Recommendation
<p>CHANGE AND ENGAGEMENT STRATEGY</p> <p>We must commit to organizational change, engagement and innovation. This includes transforming service models; communicating and supporting new expectations and roles for librarians, managers and all staff; and identifying work and activities that must stop.</p>	<p><i>Develop a Change and Engagement Strategy</i></p>
<p>IT INFRASTRUCTURE</p> <p>We must build and resource our IT infrastructure to help the Library continually evaluate its use of technology and ensure that technology funding and infrastructure are aligned with service goals.</p>	<p><i>Develop an IT Plan in the context of, and with connections to, the University's IT programs</i></p>
<p>CULTURE OF ASSESSMENT</p> <p>We must develop an effective, sustainable and practical program of assessment and foster a culture of assessment at UBC Library.</p>	<p><i>Implement a Library Assessment Plan and Program.</i></p>
<p>SUSTAINABLE BUDGET AND CAPITAL DEVELOPMENT</p> <p>Like the University itself, the Library must realign budgeting to support strategic priorities. This will require us to change how we allocate funds and gain new resources through other sources. Capital fund development for new and renovated buildings will be a focus.</p>	<p><i>Work closely with Library Development to explore new funding opportunities.</i></p>