

# STRATEGIC PLAN 2011-2014

Library Service

The library,  
your digital  
ally

**UAB**

Universitat Autònoma de Barcelona



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## PRESENTATION

In unfavourable situations, when economic recession affects all decisions, activity slows down, and projects are postponed or abandoned, organizations must be able to prove that they make efficient and productive use of the resources available to them.

This is exemplified in the text of the Library Service Strategic Plan. "Organizing", "planning", "sorting", "preparing", "prioritizing", "improving", "cooperating", and "innovating", are some of the action verbs that show the Library Service will meet the challenge of adding greater and greater value to its activity in pro of the University community.

The strategy revealed in the Plan is subject to the general objectives of the UAB and plays a role in their achievement. Within a framework of restraint, but without giving up its traditional commitment to providing the University community with high quality services, the Library Service proposes in its plan some strategic objectives from which derive a series of actions and operational objectives that make up the University's overall work plan for its libraries for the next four years.

With the motto *The library, your digital ally*, our libraries commit themselves to keeping a close personalized relationship with users while continuing to innovate and offer resources and information services that are useful for learning, teaching and researching, through all the channels that technology allows

Some say that in periods of crisis there is a need to do more with less; but what is really necessary is to make more productive and cost-efficient use of existing resources – which are not scarce if we compare them to those we had ten or twenty years ago. No doubt, as has always been the case in its long history, the Library Service team will accomplish this in the best possible way.

Finally, for their dedication, I thank all University members (library staff, faculty, and students) that have taken part in the making of the Strategic Plan, and I emphasize the Governing Board's commitment to our libraries.

**MANUEL LÓPEZ BÉJAR**  
Vice-rector for Research



**Strategic Plan revised by the Governing Board on July 4, 2011  
and approved by the Research Commission on July 8, 2011**

## 1. INTRODUCTION

At a time of restrictions, we need to concentrate our efforts on core activities and set priorities.

However, given that serving its users is essential, the Library Service has to make innovation and continuous improvement integral features of its activities in order to achieve its goals. The digital revolution has changed libraries and allows a much broader access to information and a significant increase in management efficiency. Moreover, mobile technology devices open up a new field for improvement and innovation in services, in response to increasing demands for customization.

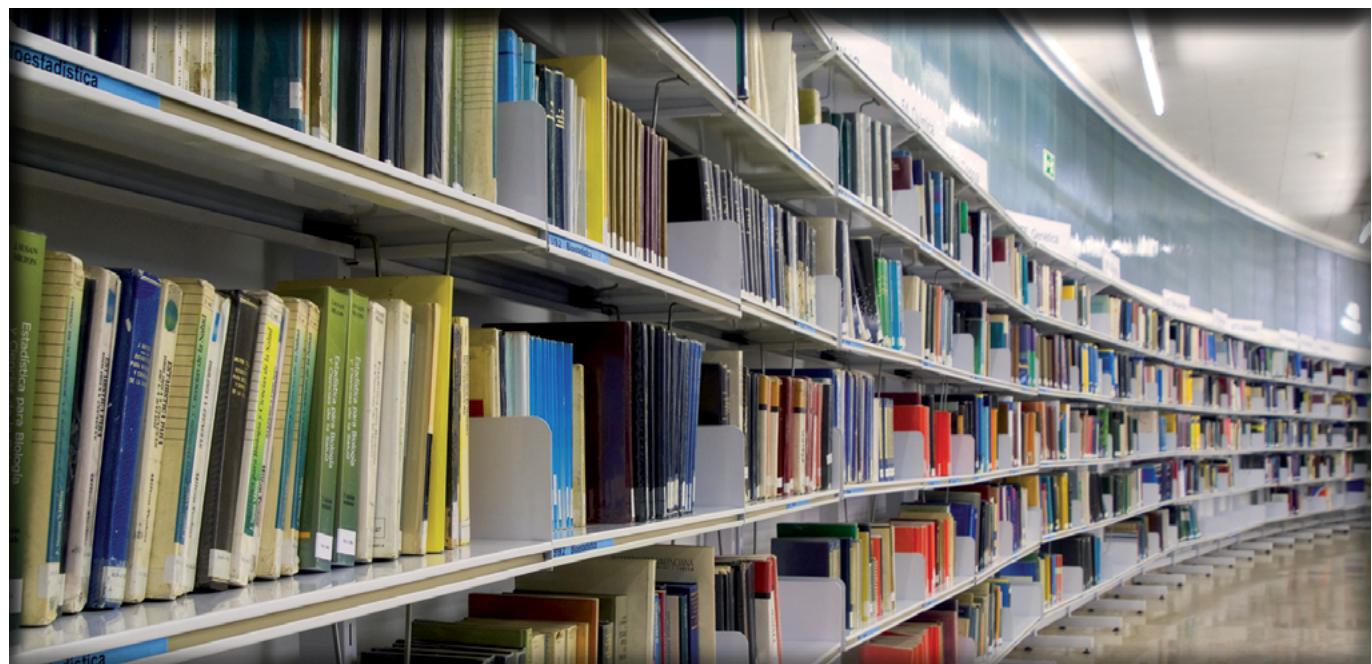
Therefore, in this third strategic plan of the Library Service we focus on four strategic lines, resulting in 15 objectives and 44 actions. The document also includes 21 general indicators that will be useful for monitoring the progress of the improvements that must be achieved during the four years in which the Plan will be implemented.

Some of the strategic lines and goals of the current plan are still valid and are useful for updating the plan that ended last year. Others are new, deriving from technology innovations or from budget constraints.

The future of our service cannot be separated from the struggle for the future of the University. It rests on, and is fuelled by, the spirit of cooperation championed by the CBUC (Consortium of University Libraries of Catalonia).

A strategic plan is a determined institutional and collective commitment to the future. The Library Service Strategic Plan 2011-2014 will guide our work during the coming years, will align our resources, will aim at feasible and defined goals and will allow us to create a new situation in which we can all carry out our activities in a much better and more productive way.

**JOAN GÓMEZ ESCOFET**  
Director of the Library Service



## 1.1. The library, your digital ally

Changes in teaching and learning methods of the European Higher Education Area (EHEA) require substantial changes in study habits, with the need not only to make use of basic collections and textbooks but also to discover and use specialized resources and collections.

Libraries also have to be prepared to provide effective technological solutions that allow University researchers to access scientific information, in an environment where licenses, permissions and safe access are crucial to the continuity of these services. Meanwhile, libraries can also have an important role thanks to their extensive experience in the creation of products that classify and disseminate knowledge.

It is necessary to make users self-sufficient, putting an emphasis on enhancing their ability to select the materials they need, which implies being able to identify, evaluate and compare materials from different sources. In a society where information grows exponentially day after day, the management and simplification of quality information access points becomes one of the main assets that libraries possess, as information must be presented in a coherent and organized way so as to assist the University community in the discovery of new and better resources, by simplifying access to information, offering face to face and online support and designing user-training activities for the use of information technologies and specialized resources.

Libraries will have to provide information in an environment that combines traditional information and multimedia information, moving towards the integration of available resources. The library, as a physical site, plays an important role as a community and social centre that provides access to digital and printed collections, online and face-to-face services, technological equipment and imaginative and comfortable spaces for multiple uses (study, group research, editing of academic texts, and information search). The virtual library has a

technological infrastructure that makes information available whenever and wherever the user needs it.

Libraries must face a number of organizational and financial challenges that will be overcome through cooperation. It is necessary to promote alliances, creating new ones or reinforcing existing ones, in order to gather the largest possible number of quality resources at the most affordable price. In this way, working in collaboration leads to savings thanks to service-sharing initiatives.

Libraries can count, among their human resources, on the professionals required to make services available to users but, undoubtedly, technological and educational changes occurring in the last few years have had an influence on library management. The continuing professional development of staff is, and will continue to be, a fundamental element and it will be necessary to promote both technological subjects and competences that are key to the new employee profiles: management and negotiation skills, teaching skills, presentation and communication techniques, emerging technologies applied to information management, tracing of new information sources, etc.

A focus on user needs and the pursuit of quality in management will continue to be a key to success in library development, because only if we have a clear idea of our goals can we work to achieve them. In a changing environment we cannot rely on intuition to prepare for the future. This requires that libraries encourage self-criticism and maintain a proactive approach, promoting research on users, establishing indicators and designing dissemination plans that boost service usage at all levels.

Libraries will continue to evolve. They will take advantage of the possibilities offered by technology and will become more efficient in digital environments so as to be users' best digital allies.

## 1.2. Strategic Plan 2011-2014: development process and participants

The new strategic plan of the Library Service has been drawn up with the help of a broad spectrum of members of the University community. Below is the calendar, showing the main activities that took place.

### Calendar

#### 2010

- **June**  
Beginning of the process: design of the methodology, with the collaboration of an external facilitator
- **July-October**  
Identifying and studying first-rate university libraries' strategic plans and articles about new trends in library planning.  
  
Making of the document: *Documents de referència per a l'elaboració del pla estratègic del Servei de Biblioteques 2011-2014* (Reference document for the making of the Library Service strategic plan 2011-2014).
- **November-December**  
User-satisfaction survey  
  
Revision of key documentation to analyze the situation at the starting point of the new plan:  
  
Evaluation of the Library Service Strategic Plan 2007-2010  
  
Library Service user-satisfaction survey 2010 results  
  
*Pla director UAB 2010-2012* (UAB master plan 2010-2012)  
  
*Pla d'acció per a la igualtat d'oportunitats per a les persones amb discapacitat a la UAB 2011-2015* (Action plan for an equal opportunities policy aimed at disabled people in the UAB, 2011-2015)  
  
*Reglament d'ús dels mitjans electrònics en l'àmbit de la UAB* (Regulation for the use of electronic media in the UAB)

#### 2011

- **January-February**  
Participative sessions with users to identify their needs:
  - Session with students
  - Session with teaching staff and researchers
  - Session with members of the University administration team (deputy executive administrators, heads of areas, heads of services and site managers)
  - Study of strategic lines and goals of first-rate University libraries around the world
- **March**  
Development of the four strategic lines by four working groups
  - Review session and adjustments to the draft for the new strategic plan
  - Gathering of suggestions
  - Writing the definitive text of the Library Service Strategic Plan
- **April-July**  
Presentation and approval of the Plan by the UAB governing bodies:
  - Review of the Plan by the University Governing Team
  - Approval by the University Research Commission

## 2. LIBRARY SERVICE MISSION, VISION AND VALUES



### MISSION

The Library Service's mission is to provide information resources and top-quality services in line with the UAB's pursuit of excellence in education, research, innovation and knowledge transfer.

### VISION

The UAB libraries are the best digital ally to achieve the UAB's goals for excellence in education, research, innovation and knowledge transfer.

### VALUES

#### User orientation

The fulfillment of users' needs and expectations is the driving force for our activities.

#### Continuous improvement

Innovation and a systematic drive to improve efficiency and cost-efficiency.

Excellence is achieved through team work and library cooperation.

## 3. AXES AND STRATEGIC OBJECTIVES FOR 2011-2014

### STRATEGIC AXES

*Four axes have been established in order to facilitate access to information and provide the services needed for learning, teaching, research and transfer of knowledge to society.*

#### Users

**Personalizing attention and services**  
**Simplifying access to information**  
**Communication and visibility of service**  
**Active listening to their needs**

#### Alliances

*Creating institutional synergies*  
**Cooperating to achieve sustainability of resources**  
**Working in collaboration with external agents**  
**Accountability to society**

#### Infrastructures

**Spaces and equipment to meet a diversity of needs**  
**Technological modernization and innovation**

#### Management

**Quality and continuous improvement**  
*A highly-trained staff*  
**Optimization of processes and communication**

### STRATEGIC GOALS

1. Bring innovation to services, and publicize them, in accordance with the varying needs of users.
2. Rethink spaces and adapt them to the needs of the new educational environment.
3. Promote alliances, external and internal, in order to obtain resources and improve services.
4. Make the organization and its members evolve, in order to face the challenges that derive from the changing role of libraries in relation to their users.

## 3.1 Bring innovation to services, and publicize them, in accordance with the varying needs of users

The main challenge the Library Service will have to face is that of making existing services evolve, constantly evaluating their usefulness in relation to the diversity of users' needs.

It is for this reason that there is a will to improve the channels used for actively listening to users. This should go hand in hand with more proactive ways of promoting our services (by going to see our users) and teaching users how to exploit them to the full. Closer liaison, particularly with teaching staff and department teams, will be of paramount importance to bringing libraries and users closer together.

One of the priorities among the actions that will be carried out will be user-training, evolving towards

a model based on tailor-made, specific, counseling. Synergies will be created with other University services and the Library Service will be taking part in courses and seminars organized by third parties. There will also be training through digital platforms.

The libraries' presence on the Virtual Campus will allow us to publicize the services offered more efficiently and get a better knowledge of user needs.

The Library Service must become a reference-point for the creation and dissemination of digital information and must confirm its status as a quality brand in the digital environment.

Objectives	Actions
3.1.1. To use suitable communication channels for each kind of user, physically present users and online users	<ul style="list-style-type: none"><li>● Make the Library Service present in the UAB's online learning environments</li><li>● Make available resources and services known to the management teams of UAB departments</li><li>● Make available resources and services known to degree coordinators</li><li>● Increase the presence of the Library Service in social networks</li><li>● Promote active participation in each library's User Commission</li></ul>
3.1.2. To establish the Library Service as the best digital ally, highlighting its reliability, accessibility and broad vision of user needs	<ul style="list-style-type: none"><li>● Promote, advise and help online</li><li>● Publicize digital resources</li><li>● Advise and train research groups about creating and managing web pages</li><li>● Advise and help in the creation of digital content for teaching and research on different UAB platforms</li></ul>
3.1.3. To give support to UAB open-access policies and facilitate publication in digital repositories	<ul style="list-style-type: none"><li>● Throw light on the UAB's research activity through digital repositories</li><li>● Go ahead in the automation of data exchange between the UAB's technological platforms for digital contents</li></ul>

3.1.4. To offer tailor-made training: face-to-face or online	<ul style="list-style-type: none"> <li>● Increase the number of training courses on offer</li> <li>● Promote user self-sufficiency in information search and management</li> </ul>
3.1.5. To improve the offer of online services and procedures	<ul style="list-style-type: none"> <li>● Facilitate access to documents held by the Catalan Universities (consortium loans)</li> <li>● Implement reservations of repository documents through the OPAC</li> <li>● Increase the possibilities of the Millennium management system (such as recommended bibliography)</li> <li>● Apply emerging technologies for the provision of services (chat, mobile phones, electronic readers, etc.)</li> <li>● Continue improving services for users with special needs</li> </ul>

## Indicators

- Number of documents from the UAB's scientific production available in the digital repositories
- Usage of digital resources
- Percentage of degree subjects with direct access to recommended bibliography
- Introductory sessions carried out by the Library Service (for departments, degree coordinators, etc.)
- Number of training courses
- Number of loans
- Level of user satisfaction with training courses
- Level of user satisfaction in general



## 3.2. Rethink spaces and adapt them to the needs of the new educational environment

Due to the changes in the education paradigm as a consequence of the EHEA, involving more active participation by students in their own learning, using a consistent, participative work methodology, it is necessary to find new spaces and adapt the existing ones to make it possible for students to use them in a new way.

When we talk about spaces we mean not only physical areas but also the necessary technological environment

in which to carry out the key task of giving support to teaching and research done by the University community.

Given the present economic situation, special attention must be given to making the best and most profitable use of spaces and equipment.

Objectives	Actions
3.2.1. To adapt spaces and their use to the needs deriving from learning methodologies	<ul style="list-style-type: none"><li>● Redefine which library spaces are candidates for improvement</li><li>● Implement online processes for booking work areas and other equipment</li><li>● Consider the viability of opening more library areas at weekends during exam periods</li></ul>
3.2.2. To collaborate with the University in the creation of the Knowledge Management Centre of Science and Technology (Science and Technology Library)	<ul style="list-style-type: none"><li>● Keep track of innovations in the design of infrastructures for university information services</li></ul>
3.2.3. To evaluate how collections are used	<ul style="list-style-type: none"><li>● Evaluate the use that is made of printed collections, in order to discard or rehouse collections that are little used or that have an electronic version</li><li>● Transfer little-used documents to the GEPA cooperative store, particularly printed periodicals</li><li>● Analyze the use of digital collections and take any actions that the findings point to</li><li>● Continue digitizing the University's own collections</li></ul>

## Indicators

- Number of actions carried out to adapt spaces and equipment
- Number of equipment loans and bookings of spaces
- Linear meters of documents transferred to the GEPA store
- Number of digitized pages
- Collection usage (printed resources and digitized resources)

## 3.3. Promote alliances, external and internal, in order to obtain resources and improve services

In a globalized environment, libraries need to establish alliances for cooperation and reaffirm the existing ones, in order to jointly design new ways in which to work towards achieving our objectives. It is easier to save on resources, improve services or adapt them to the needs of the users and the organization if we collaborate with other institutions or with other areas of our own university.

In the same way, a benchmarking policy focusing on international institutions will contribute to our

knowledge of good practice and provide a broader perspective in the management of our libraries.

We are aware of several initiatives that should be coordinated and supported in order to promote the participation of libraries in cross-cutting projects.

Objectives	Actions
3.3.1. To establish an alliance map	<ul style="list-style-type: none"><li>● Draw up a catalog of collaborative projects</li><li>● Keep on taking an active part in CBUC projects</li><li>● Keep on taking an active part in university libraries projects and those of other organizations of national and international scope</li></ul>
3.3.2 To carry out joint projects with other UAB areas and periodically evaluate the results	<ul style="list-style-type: none"><li>● Publicize services and resources offered by the libraries to other UAB areas</li><li>● Make joint work proposals that have an impact on the improvement of services offered to the University community</li></ul>
3.3.3. To create a sponsorship program	<ul style="list-style-type: none"><li>● Monitor official funding offers, in order to obtain funds for Library Service projects</li><li>● Obtain donations of libraries, archives or important personal collections</li></ul>

## Indicators

- Number of joint projects and agreements
- Number of funding offers applied for
- External funds obtained
- Number of collections and archives obtained

### **3.4. Make the organization and its members evolve, in order to face the challenges that derive from the changing role of libraries in relation to their users**

The actions outlined in this strategic plan depend on the team that is to carry them out. We have to promote the necessary skills through effective training programs that take into account technological skills as well as communication and management skills.

It is necessary to keep on developing a quality management system centered on continuous improvement, in order to find new and better ways to do things. Flexibility, simplification and innovation will help us to meet our users' needs and expectations.

Objectives	Actions
3.4.1. To implement the new organizational model	<ul style="list-style-type: none"> <li>● Implement the coordination of cross-cutting processes</li> <li>● Optimize internal communication</li> <li>● Enhance intranet performance</li> </ul>
3.4.2. To improve channels and processes	<ul style="list-style-type: none"> <li>● Revise the processes map</li> <li>● Adapt the indicators and statistical data system to a balanced scorecard as a means of informing decision-making</li> <li>● Update the regulations of the Library Service and lending rules</li> </ul>
3.4.3. To train staff in the necessary competences to achieve strategic objectives	<ul style="list-style-type: none"> <li>● Promote the exchange of experiences and best practices at national and international level</li> <li>● Give training in content creation and management in virtual environments (mobile technologies, social networks, etc.)</li> </ul>
3.4.4. To give visibility to actions and achievements of the Library Service	<ul style="list-style-type: none"> <li>● Evaluate libraries' outcomes in relation to the mission of the University</li> <li>● Redesign the way of communicating the outcomes of the Service (report, data on the web, etc.)</li> <li>● Disseminate good practices of the UAB libraries (articles, presentations at professional forums, etc.)</li> </ul>

### **Indicators**

- Number of improvement actions
- Percentage of accomplishment of annual objectives
- Number of work procedures and instructions that have been reviewed
- Average training hours per person and year

## 4. MONITORING, ASSESSMENT AND UPDATING OF THE PLAN

It is necessary to report periodically on the progress made towards the achievement of the Plan's objectives and to be able to adapt the Plan to circumstances in a changing environment.

After more than 20 years of objectives-led management, the dynamics of setting objectives, determining indicators and periodic monitoring are well consolidated at the Library Service. The annual operational objectives will be proposed by the Head of the Library Service in accordance with the actions defined in this strategic plan but, in order to determine each year's priority actions, the following will also be taken into account:

- Guidelines from the University Management and Vice-chancellor of Research
- Proposals deriving from the quality management system annual revisions
- Available resources to achieve the objectives

Twice a year, there will be a monitoring of the evolution of the objectives, with an analysis of the indicators; the necessary adjustments will be carried out.

Once a year, a report on the progress that has been made will be prepared and publicized.



## 5. SUMMARY CHART

Axes	Strategic lines	Objectives
Users	1. Bring innovation to services, and publicize them, in accordance with the varying needs of users	1.1. Use suitable communication channels for all types of users, both remote and physically present
		1.2. Establish the Library Service as the best digital ally, underlining its reliability, accessibility and broad vision of user needs
		1.3. Give support to the UAB's open-access policies and facilitate publishing in digital repositories
		1.4. Offer tailor-made training, online as well as face-to-face
		1.5. Improve online services and transactions
Infrastructures	2. Rethink spaces and adapt them to the needs of the new educational environment	2.1. Adapt spaces to needs derived from learning methodologies.
		2.2. Collaborate with the University in the creation of the Science and Technology Knowledge Management Centre (Library of Science and Technology)
		2.3. Evaluate collections usage
Alliances	3. Promote alliances, external and internal, in order to obtain resources and improve services	3.1. Establish an alliance map
		3.2. Carry out joint projects with other areas of the UAB and periodically evaluate the outcomes
		3.3. Establish a sponsorship program
Management	4. Make the organization and its members evolve, in order to face the challenges that derive from the changing role of libraries in relation to their users	4.1. Develop the new organizational model
		4.2. Improve channels and processes
		4.3. Train staff in the necessary competences to achieve the strategic objectives
		4.4. Increase awareness of the Library Service's actions and outcomes

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