STRATEGIC PLAN

2015-2018

UAB Library Service

The library, more than you would imagine!

Universitat Autònoma de Barcelona
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PRESENTATION

In its Strategic Plan 2015-2018 the UAB Library Service presents the objectives it wants to achieve in the immediate future which, as you will see, match the two values that have always guided the actions of our service: above all to look after the needs of our library users and also try to ensure continual improvement in collaborating to achieve teaching and research excellence in the institution.

To that end, and well aware of the changes (fast, deep, revolutionary) in ICT, the UAB libraries aim to continue working alongside these innovations and incorporate them into their services, despite the budgetary restrictions.

Our strategic aims are ambitious in some cases, and more so in our current situation. But we count on a staff that is technically qualified and highly committed to the UAB, and one that will certainly work hard to achieve them as it has done until now: with great professionalism and enthusiasm.

In the name of the Governing Team, I would like to thank the people working in the UAB Library Service for their good work for the benefit of our community and I would like to take this opportunity to encourage them to face the new arising challenges.

Xavier Ribes Guardia
Rector’s Commissioner for the Information Society

Strategic Plan approved by the Governing Team on 12 may 2015 and by the Research Committee on 22 may 2015
INTRODUCTION

The library, more than you would imagine!

The current situation of crisis which many Western countries are dragging around with them sometimes blinds us to the great changes which will become apparent in the near future in many areas of human activity. As usual the institutions and organisations that adapt best to these new situations are able to succeed more effectively in the achievement of their objectives.

In the area of academic teaching and research the changes that will be seen are of such magnitude and transcendence that to a large extent they call into question the current paradigms – some of which date back a very long way– that support our sector of activity.

It is worth pointing out some of the revolutionary changes for the future, or those that are just beginning to be seen in the present:

- Internet of Things.
- New ways of publishing and disseminating scientific work.
- The mass emergence of mobile websites.
- New systems of scholarly communication and teaching.
- Increase in open access policies.
- Emergence of new multidisciplinary research strategies.
- Mass creation of new online teaching materials.
- New technology (visualisation, instrumental, social media, etc.).
- New bibliometric tools.
- Semantic web and linked data.
As the Library Service, and as the university, we need to face up to these challenges for the future and also the problems deriving from the specific situation of our immediate environment.

The Strategic Plan 2015-2018 that we present here should become a tool that can help us to continue to improve our services, even in this critical but at the same time promising situation.

**Joan Gómez Escofet**  
Director of the Library Service
Process of drawing up the SP 2015-2018 and participants

The preparation of the new Strategic Plan for the Library Service has involved members of the entire university community. Below you will find the calendar and the main activities.

Calendar

June-July 2014

Beginning of the process with the design of the methodology, including the collaboration of an external facilitator.

September-October 2014

Review of the key documentation to make an analysis of the starting point of the new plan:

- Results of the user satisfaction survey of the Library Service in 2013.
- CBUC objectives 2014.
- Scholarly information behaviour at Catalan universities 2014.
- Analysis of best practices at university libraries from information available on the websites of the 100 best universities from the Academic Ranking of World Universities in 2014, as well as other strategic plans, research library associations reports and articles on new trends in library planning.

First planning workshop for the libraries’ management team.
**November-December 2014**

Participatory Session for academic and management staff to draw up the UAB Strategic Plan for Libraries 2015-2018.

*8th knowledge exchange seminar 2014*, devoted to the single theme of the generation of ideas for drawing up the new Strategic plan, with the attendance of 74 members of the Library Service.

Summary document with the contributions made in the different sessions.

**January 2015**

Meetings with administrative management heads from four areas of the university to shape possible projects and lines of collaboration (Communication, Computing, Academic Planning and Research).

Second planning workshop for the libraries management team. Definition of the strategic lines and main objectives. Development of five strategic lines by five working groups (Teaching and Learning; Research; Spaces and Resources, physical and digital; Communication and Promotion and Team and Management).

**February-March 2015**

Review and adjustment of the draft new Strategic Plan:

- Collection of suggestions by the library staff.
- Collection of suggestions by the management and governing teams.
- Final draft of the Library Service Strategic Plan.

**April-May 2015**

Presentation and approval of the Plan by the governing bodies of the UAB:

- Presentation of the document to the Library Service Users Committee (20 April 2015).
- Approval of the document by the Governing Team of the UAB (12 May 2015).
- Approval of the document by the Research Committee of the UAB (22 May 2015).
MISSION, VISION AND VALUES OF THE LIBRARY SERVICE

MISSION

The mission of the Library Service is to provide information resources and top-quality services in accordance with the objectives of the UAB for excellence in education, research, innovation and knowledge transfer.

VISION

The UAB libraries are your allies at all stages of learning, teaching, research while proactively collaborating in the achievement of the objectives of excellence pursued by the UAB. They reinforce digital resources and services and are present in all areas.

VALUES

User Orientation

The fulfillment of users’ needs and expectations is the driving force behind our activities.

Continuous Improvement

Innovation and a systematic search for efficiency and effectiveness improvement.

We achieve excellence through teamwork and library cooperation.
STRATEGIC LINES AND OBJECTIVES FOR THE PERIOD 2015-2018

To facilitate access to the information and services needed for learning, teaching, researching and transferring knowledge we have established five strategic lines:

1. Learning and Teaching
2. Research
3. Spaces and Resources
4. Communication and Promotion
5. Team and Management
# 1. LEARNING AND TEACHING

**Support to students and teaching staff at all times**

The actions detailed in this line revolve around support for learning and teaching in order to contribute to the academic success of students, offering them a tailor-made learning experience throughout their academic and professional path and also contributing to teaching excellence by supporting the creation of teaching materials. All the actions described involve working jointly with different areas of the UAB.

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>ACTIONS</th>
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</table>
| 1.1. Give support to students throughout their academic careers | - Include support materials produced by the libraries on the online platforms of the UAB.  
- Give support to students in the area of author’s rights to help them in the production of their academic work.  
- Encourage the collection and automatic inclusion of final degree and Master’s degree project in the DDD.  
- Create the figure of the personal librarian to support PhD candidates. |
| 1.2. Give support to teaching staff in the preparation of tools and materials | - Cooperate with course coordinators to identify the information needs of students and adapt and include training actions developed by the libraries in the syllabus.  
- Encourage the use of specialised repositories for the collection of teaching materials.  
- Cooperate with other areas of the UAB in order to support teaching activities. |
| 1.3. Give support to secondary school students and teachers in the writing of their final research projects | - Collaborate in support programmes for final year secondary school students, especially those who are writing their research projects.  
- Offer a service charter adapted to the needs of these library users.  
- Promote online advice and help. |
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<th>STRATEGIC OBJECTIVES</th>
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<tr>
<td>1.4. Give support to UAB alumni</td>
<td>- Cooperate with other areas of the university to identify the needs of alumni and offer them specific services.</td>
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**Indicators:**

- Number of teaching actions.
- Number of teaching materials made by libraries.
- Number of help guides.
- Number of final degree projects included in the DDD.
- Number of final Master’s degree projects included in the DDD.
- Number of teaching materials collected in the repositories.
- Degree of library user satisfaction with the training courses.
- General degree of library user satisfaction.
2. RESEARCH

Support teaching and research staff and research groups and centres throughout all research stages

The key objective of the line in the Strategic Plan is to emphasise the collection of scientific production at the UAB and its dissemination. The actions described involve working jointly with the Area of Research Management.

With regard to the other two objectives, they mainly aim to offer support to teaching and research staff and to research groups in the area of intellectual property, while promoting open access.

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<tr>
<th>STRATEGIC OBJECTIVES</th>
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<tr>
<td>2.1. Support teaching and research staff as well as research groups and centres at all stages of research</td>
<td>- Draw up a protocol of action for support to research groups and centres for the inclusion of their work in the DDD</td>
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<td>- Participate in the Open Access Committee working on the development and application of the actions set out in the UAB Action Plan for Open Access.</td>
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<td>- Disseminate information about national and/or European calls for research grant applications through the UAB Open Access web page.</td>
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<td>- Collaborate with the CBUC to establish a framework of reference to allow universities and research centres to define a management policy for data generated in research activities.</td>
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<td>- Collaborate with the CBUC to draw up actions to promote open access deriving from the Spanish Law of Science and Horizon 2020: a document of good practice by institutions and recommendations/guidance for researchers.</td>
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<td>- Participate in a study on the management and preservation of primary data generated by research groups and centres within the framework of Horizon 2020 funding and others.</td>
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<td>- Work together with the Area of Research management to define the traceability of projects.</td>
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2.2. Bring together the scientific production of the UAB
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<th>OBJECTIUS ESTRATÈGICS</th>
<th>ACTUACIONS</th>
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| 2.3. Put into effect and develop the Online Service for Intellectual Property and Open Access | - Train staff working in the Service in the use of the computer applications used.  
- Open and promote the Service. |

**Indicators:**

- Numbers of documents of scientific production from the UAB in the DDD.
- Percentage of referenced articles in the current research information system (CRIS) that are in the DDD.
- Number of enquiries received in relation to primary research data.
- Number of enquiries received by Online Service for Intellectual Property and Open Access.
3. SPACES AND RESOURCES

Improving the experience of library users in the use of resources and services

The spaces and resources, both physical and digital, that the university makes available to library users include infrastructures and electronic services; spaces and facilities for consultation and study as well as documentary resources to support teaching and research at the university.

Given the current economic situation we place special emphasis on the optimization of spaces and facilities but also to help users to access tools and content in digital format on the devices they usually use. To carry out some of the objectives proposed in this plan we need sufficient economic resources.

The actions described are worked on jointly with the CSUC and the Computing Service, as well as other areas of the UAB.

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<th>STRATEGIC OBJECTIVES</th>
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<td>3.1. Implement a new computer environment for library users in the Catalan university libraries</td>
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</table>
- Change the library management computer system.
- Put into operation a new search engine which brings together all the documentary resources in the libraries and facilities their access.
- Put into operation a new cooperation working environment in the libraries of the CSUC, integrating the catalogues and management data bases of the libraries.
- Apply the new Resource Description and Access (RDA) cataloguing rules, adapted to the digital environment. |
| 3.2. Update and renew computer equipment | 
- Obtain financing for renewing computer equipment.
- Buy and install the equipment. |
| 3.3. Incorporate new software, applications and computer tools | 
- Continue with the adaptation of mobile devices, the website and tools for consultation by library users.
- Promote interoperability between the different computer application of the university related to the area of libraries.
- Prepare a proposal for a digital preservation plan. |
## STRATEGIC OBJECTIVES

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<tr>
<td>- Redefine the library spaces which can be improved or put to new uses.</td>
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<td>- Free up spaces by relocating paper collections.</td>
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<td>- Promote an innovative pilot space for library users in cooperation with the different university services.</td>
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<td>- Increase the number and use of e-books.</td>
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<td>- Ensure that most of the journal subscriptions are available online.</td>
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<td>- Promote audio-visual and cartographic online collections.</td>
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<td>- Explore new systems of digital contracting.</td>
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<td>- Promote actions to guarantee that the basic academic and research bibliography is regularly available.</td>
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<td>- Draw up a plan for special collections.</td>
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<td>- Carry out actions to obtain resources to process and disseminate the special collections.</td>
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### Indicators:

- System in operation and with the inclusion of significant improvements for library users.
- Percentage of renewed computers.
- Number of library users consulting mobile website.
- Linear metres converted.
- Number of digital resources incorporated annually.
- Percentage of digitals documents in relation to the total number of documents in the collection.
- Number of special collections incorporated.
- Percentage of subjects with direct access to the recommended bibliography.
4. COMMUNICATION AND PROMOTION

More efficient communication with library users

Communicating with library users is essential for giving them information about our services and activities but also to find out their needs and to receive feedback from them through the usual channels. We must do everything possible to satisfy the needs expressed, to optimise the assignment of often scant resources and to promote the image of the library as a permanent ally. Testing new financing opportunities is also a key element to ensure the continuation of an important quality service.

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<th>STRATEGIC OBJECTIVES</th>
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<tr>
<td>4.1. Optimise communication with current and potential library users</td>
<td>- Draw up a marketing and communication plan.</td>
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<td>- Adapt the website of the Library Service to the new UAB portal.</td>
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<td>- Reorganise our presence on social media to improve the impact on library users.</td>
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<td>- Communicate actions deriving from this strategic plan to our users.</td>
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<td>4.2. Promote library activities that encourage good relations with library users</td>
<td>- Create mechanisms for relations and actions of recognition to donors and benefactors of the UAB libraries.</td>
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<td>- Promote activities of promotion and dissemination in the library spaces.</td>
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<td>- Promote accessibility of the library through mobile devices.</td>
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<td>4.3. Encourage new forms of financing and secure new resources</td>
<td>- Explore alternatives means of financing.</td>
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<td>- Maintain and update the Map of key internal and external alliances.</td>
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Indicators:

- Marketing plan produced.
- Communication plan produced.
- Website created and integrated in the UAB portal.
- Number of activities for promotion and dissemination carried out.
5. TEAM AND MANAGEMENT

Professional growth of the team

The actions described in this strategic plan revolve around the people who have to carry them out. From the current economic environment it does not seem likely that the number of people responsible for achieving these objectives will grow, we have to achieve growth in the service though the simplification of processes and circuits, with organisational flexibility and the technical innovations that will be implemented. The management system for quality which is centred on continual improvement must therefore continue to evolve to find new and better ways of doing things. All these challenges require considerable support for the professional growth of every member of the Library Service.

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<th>STRATEGIC OBJECTIVES</th>
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| **5.1. Enable professional growth and knowledge management of the team** | - Plan for staff turnover.  
- Draw up a comprehensive training plan which allows all library staff to attain the necessary competences to achieve the strategic objectives.  
- Encourage the building of teams made up of members of all the employment scales, increasing their skills and knowledge and promoting an increasing number of members as internal experts.  
- Promote informal team learning sessions.  
- Promote the production of articles, presentations at leading professional conferences, etc. related to good practice in the UAB libraries. |
| **5.2. Optimise circuits and processes** | - Adapt the Quality Management System to the requirements of the new ISO 9001:2015.  
- Adapt the circuits and processes to the new shared computing system.  
- Review and improve the mechanisms for internal communication.  
- Review the system of indicators and statistical data to adapt it to new needs.  
- Make progress in online administrative management. |
Indicators:

- Number of actions for improvement.
- Percentage of achievement of annual objectives.
- Number of working procedures and instructions reviewed.
- Hours of training per person per year.
- Number of informal training sessions.
- Number of articles and/or presentations in journals and at conferences.
MONITORING, EVALUATION AND UPDATING OF THE PLAN

We must periodically monitor the progress we have made in achieving the objectives of the Plan and be capable of adapting them to the rapidly changing circumstances.

After more than 25 years of management by objectives, the dynamic of establishing them, determining the indicators and periodically monitoring them is well-consolidated in the Library Service. The annual operating objectives are proposed by the Director of the Service in accordance with the actions set out in this Strategic Plan, but when establishing the priority actions for each year, the following aspects will also be taken into account:

- Indication from the University General Manager and the Rector’s Commissioner for the Information Society.
- Proposals deriving from the annual reviews to Quality Management System.
- Resources available for achieving them.

Each semester the evolution of the objectives will be monitored through a control of the indicators, and the necessary adjustments will be made.

An annual report will be produced giving information about the progress made.
## SUMMARY CHART

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<tr>
<th>LINES</th>
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<td>2.2. Bring together the scientific production of the UAB</td>
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<td>3.3. Incorporate new software, applications and computer tools</td>
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<td>3.4. Make progress in a new model for library spaces</td>
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<td>3.5. Make digital content the main part of the library collections</td>
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<td>3.6. Develop plans for special collections encouraging actions that allow their integration and diffusion.</td>
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