

STRATEGIC PLAN

2019-2022

A UNIVERSE OF POSSIBILITIES

LIBRARY SERVICE

UAB
Universitat Autònoma
de Barcelona

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PRESENTATION

The Library Service is about to start its Strategic Plan 2019-2022. Under the motto *A universe of possibilities*, the plan sets out a wide array of new projects and new goals.

As usual, this sixth strategic plan has been developed with the involvement of all library staff and contributions from senior university managers, academics and members of the university's governing team. It is a document fully in line with the institutional strategic guidelines of the *Horitzó 2030* plan, which emphasizes such values as user focus, continuous improvement, and social responsibility and engagement.

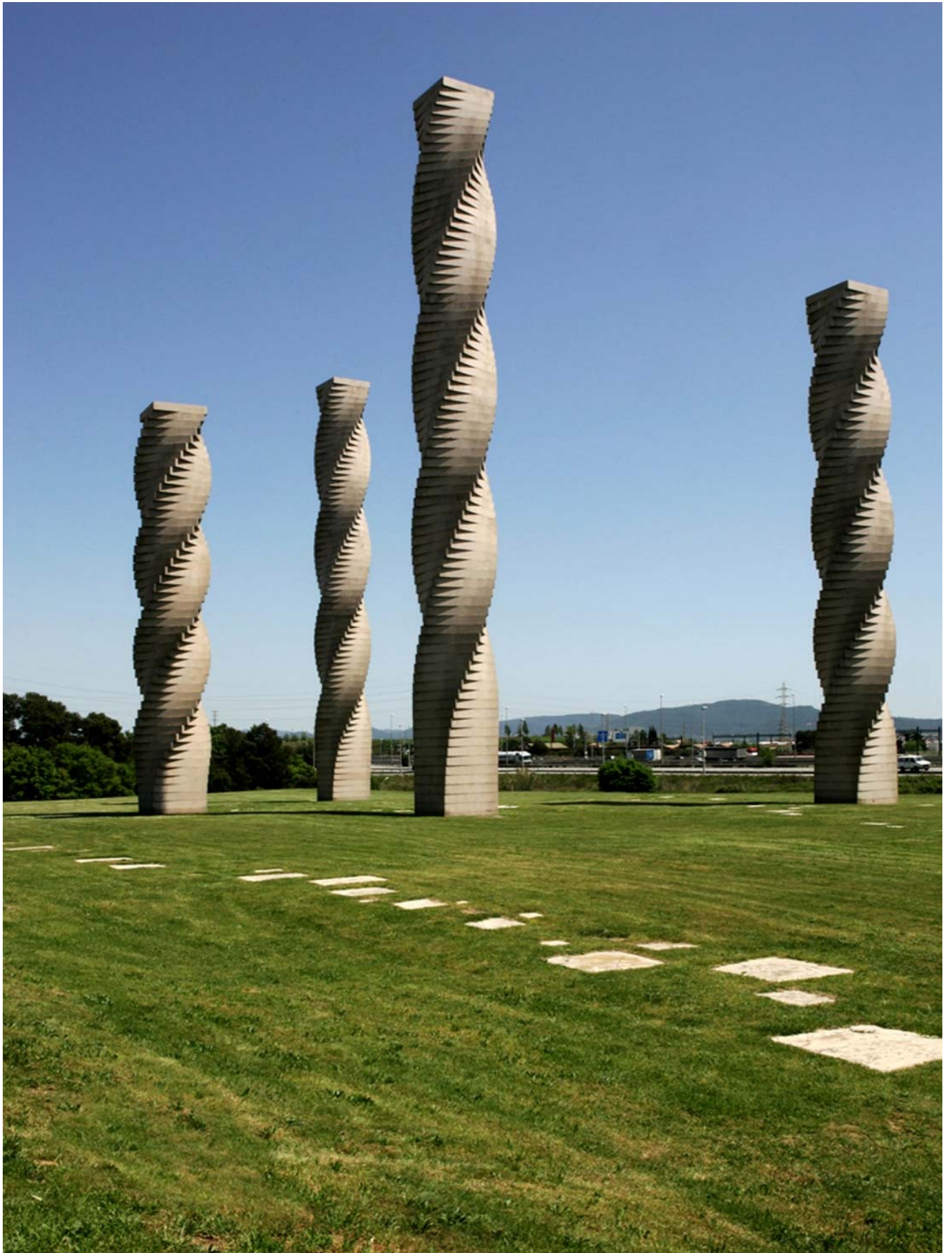
The libraries of our university help students to achieve a set of transferable skills in searching for and using information, collaborate with teaching staff by offering value-added services such as support for accreditation, give access to documentary resources, and support research by promoting policies related to open science. Libraries are places for study and research, and also for co-creation, which help align research results with society. As the plan's motto expresses, our libraries offer a universe of possibilities.

We in the university's governing team give all our support to the activities and initiatives undertaken by the Library Service, which has shown its firm commitment to our university over the years.

Dr. Carlos Sánchez Lancis

Vice-Rector for Institutional Relations and Culture

Presented to the University's Governing Team and Management Team on
12 April 2019, and approved by the Research Committee of the UAB on
19 June 2019.



INTRODUCTION

The Strategic Plan is the cornerstone of the Library Service management system, which already has a long history in the development, execution and evaluation of these plans.

This year we present the Service's sixth strategic plan, which will guide the priorities of the libraries towards performing a large number of actions that are fully aligned with the strategy of the UAB *Horitzó 2030* Plan (2018-2030).

Under the motto *A universe of possibilities*, the Strategic Plan 2019-2022 of the Library Service is structured around six key themes:

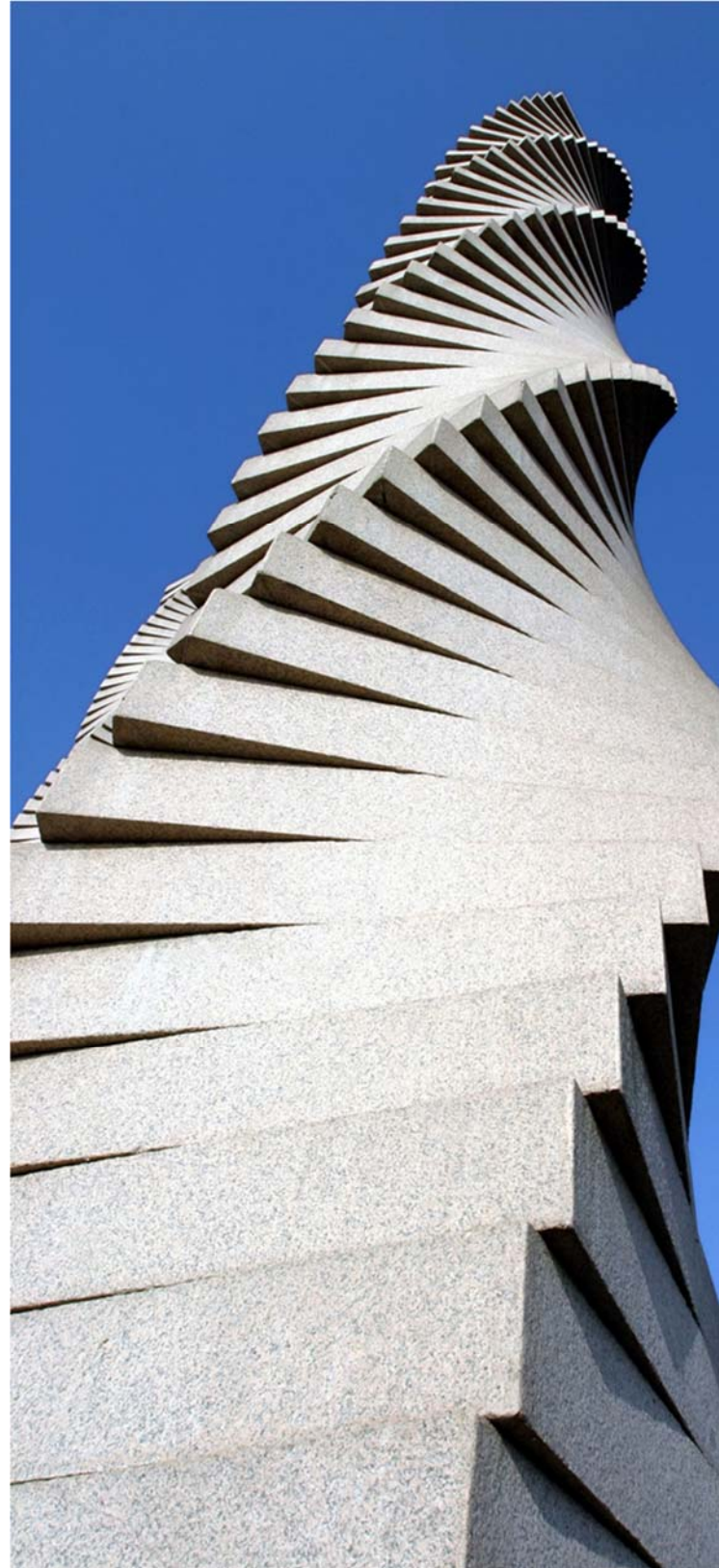
- The first theme groups together the objectives related to support for university **teaching**, with actions to boost teaching innovation and improve the user's experience.
- The second theme comprises the goals related to support for the whole **research** cycle, an area where information is constantly changing.
- It is the **people** belonging to the Library Service who keep the entire library system up and running. Our team is rooted in the present but also looks to the future and, for that reason, the third theme suggests a new organizational model that takes account of the new needs within the profession.
- Transforming physical library spaces to favour co-creation and generation of knowledge, and adapting our physical and virtual collections to the needs of the university community are the main challenges posed by the **campus** theme.
- Our path is intertwined with that of the university, for which reason the fifth theme concerns how libraries will contribute to the institution's **governance** model, advancing in the management of quality and transparency. The technological modernisation of the libraries and interoperability between the university's IT platforms are matters of great strategic importance.
- The last theme pushes us out of the comfort zone and drives us to keep on raising the service's profile, to be present in user participation platforms, and to encourage collaboration with external actors and create new alliances that can help our university to consolidate its **recognition** for innovation and high quality.

With this plan, we intend to make progress in dealing with the new challenges and transformations that will affect the world of university education in the coming years. The UAB Libraries are getting ready to give a worthy response to users and to the institution.

We are in a position to build on the goals already achieved, we believe in collaboration and working in library consortia, and we aim to continue adding value to services, spaces and resources that enrich the teaching and research of our university.

Joan Gómez Escofet

Director of the Library Service





MISSION, VISION AND VALUES

MISSION

UAB libraries contribute to the achievement of the university community's goals by providing services with added value and information of the highest quality, both in digital environments and in physical spaces, which facilitate learning, research and co-creation.

VISION

UAB libraries are a necessary partner for the generation of knowledge within the research and learning ecosystem. We provide a digital and physical environment that promotes cooperation between the different actors in the university community and facilitates the transfer of this knowledge to society.

VALUES

User focus: fulfilling the needs and expectations of our users is the focal point of our activities.

Continuous improvement: we pursue excellence through teamwork, library cooperation, innovation and the constant search for improved efficiency and effectiveness.

Responsibility and social engagement: we act in accordance with ethics and institutional integrity and we strive to ensure maximum respect for diversity, inclusion and sustainability in all our operations.

UAB HORIZÓ 2030 AND THEMES OF PLAN 2019-2022

UAB	LIBRARY SERVICE
<p>1. Multidisciplinary and multilingual academic offer, capable of meeting the needs of society and supported by research and innovative, high-quality pedagogical models.</p>	<p>TEACHING</p> <p>We contribute to teaching innovation and we improve user experience.</p>
<p>2. Responsibility in social transformation through the generation and transfer of knowledge.</p>	<p>RESEARCH</p> <p>Our support embraces the whole research cycle.</p>
<p>3. The UAB's main asset is its people.</p>	<p>PEOPLE</p> <p>We are a team for the present and for the future.</p>
<p>4. UAB campuses: physical spaces to enhance relationships, confluence and cohesion among the different groups that make up the university community.</p>	<p>CAMPUS</p> <p>We provide environments for generating knowledge.</p>
<p>5. Autonomous, participatory and open governance model, with an effective and efficient management system.</p>	<p>GOVERNANCE</p> <p>We evolve in line with the institution.</p>
<p>6. Consolidation of international recognition for being an innovative, high-quality university</p>	<p>RECOGNITION</p> <p>We establish external partnerships and promote alliances.</p>

THEMES

STRATEGIC PRIORITIES

1. TEACHING	Collaborate in academic projects and innovation strategies.
	Train students to manage information efficiently and ethically. Transform library training provision in order to improve user experience.
2. RESEARCH	Make progress in the Open Science field. Optimize support for accreditation and evaluation of research. Contribute actively to spotlighting all scientific production.
	Redefine and reorganise the Library Service team to meet the new challenges facing the university. Strengthen knowledge management and the feeling of belonging on the part of the staff.
4. CAMPUS	Transform physical library spaces to favour co-creation and generation of knowledge. Increase the impact and usage of the collection. Improve interaction with users.
	Innovate and experiment in the implementation of new IT applications. Increase transparency in activities and services. Improve processes and workflows.
6. RECOGNITION	Improve the service's status. Strengthen cooperation and develop new alliances.



1 - TEACHING

We contribute to academic innovation and improve user experience.

STRATEGIC PRIORITIES	ACTIONS
1. Collaborate in academic projects and innovation strategies.	<ol style="list-style-type: none">1. Support the Teaching and Research Staff (PDI) by creating and gathering open-access teaching materials.2. Work towards the insertion of libraries' teaching activities within the academic structure.3. Facilitate academic initiatives on open knowledge (such as Wikipedia).4. Optimise documentary support for academic activities.
2. Train students to manage information efficiently and ethically.	<ol style="list-style-type: none">1. Establish ties with student influencers.2. Make progress in creating shared tools that help in using information efficiently and ethically.3. Boost the reference librarian profile.
3. Transform library training provision in order to improve user experience.	<ol style="list-style-type: none">1. Strengthen virtual training provision by integrating it in academic platforms.2. Participate in CSUC projects in this area.

Indicators

- Number of collaborative projects or academic initiatives in which the Library Service has taken part.
- Number of open academic resources.
- Users' level of satisfaction with training.



2 - RESEARCH

Our support embraces the whole research cycle

STRATEGIC PRIORITIES

ACTIONS

1. Make progress in the Open Science field.

1. Take measures to foster open access.
2. Take part in Digital Humanities initiatives.
3. Strengthen training actions in the research field.

2. Optimize support for accreditation and evaluation of research.

1. Assimilate changes to the research accreditation and evaluation system.
2. Design a new technological environment for the website Support for Research Accreditation and Evaluation (SAAR).
3. Expand the counselling offered by libraries.

3. Contribute actively to spotlighting all scientific production.

1. Take part in implementing the UAB's CRIS.
 2. Collaborate in defining technological tools to give visibility to research results.
 3. Develop the institutional repository (DDD).
 4. Boost the creation of new researcher profiles.
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Indicators

- Percentage of linked CRIS-DDD documents.
- Number of visits to the SAAR website.
- Number of UAB scientific production documents (articles plus research data) in the DDD .



3 – PEOPLE

We are a team for the present and for the future

STRATEGIC PRIORITIES	ACTIONS
1. Redefine and reorganise the Library Service team to meet the new challenges facing the university.	<ol style="list-style-type: none">1. Define a new organization model suited to present needs.2. Develop new professional profiles.
2. Strengthen knowledge management and the feeling of belonging on the part of the staff.	<ol style="list-style-type: none">1. Develop the skills of Library Service employees.2. Boost training (formal and informal) in new areas of work.3. Review internal communication flows and collaborative work.

Indicators

- Degree of implementation of the new organisation model.
- Average training hours per person and year.



4 - CAMPUS

We provide environments for generating knowledge

STRATEGIC PRIORITIES

ACTIONS

1. Transform physical library spaces to favour co-creation and generation of knowledge.

1. Redefine library spaces, making them more flexible and dynamic.
2. Cooperate in the provision of spaces for knowledge co-creation.
3. Implement environmental sustainability policies in library spaces.

2. Increase the impact and usage of the collection.

1. Ensure library collections meet user needs.
2. Take part in strategies to preserve digital content.
3. Increase special collections and their dissemination.

3. Improve interaction with users.

1. Develop prospecting and communication strategies.
2. Promote participative activities.
3. Carry out promotion activities.

Indicators

- Number of spaces renovated.
- Average number of documents downloaded per user (digital library).
- Degree of satisfaction of users.



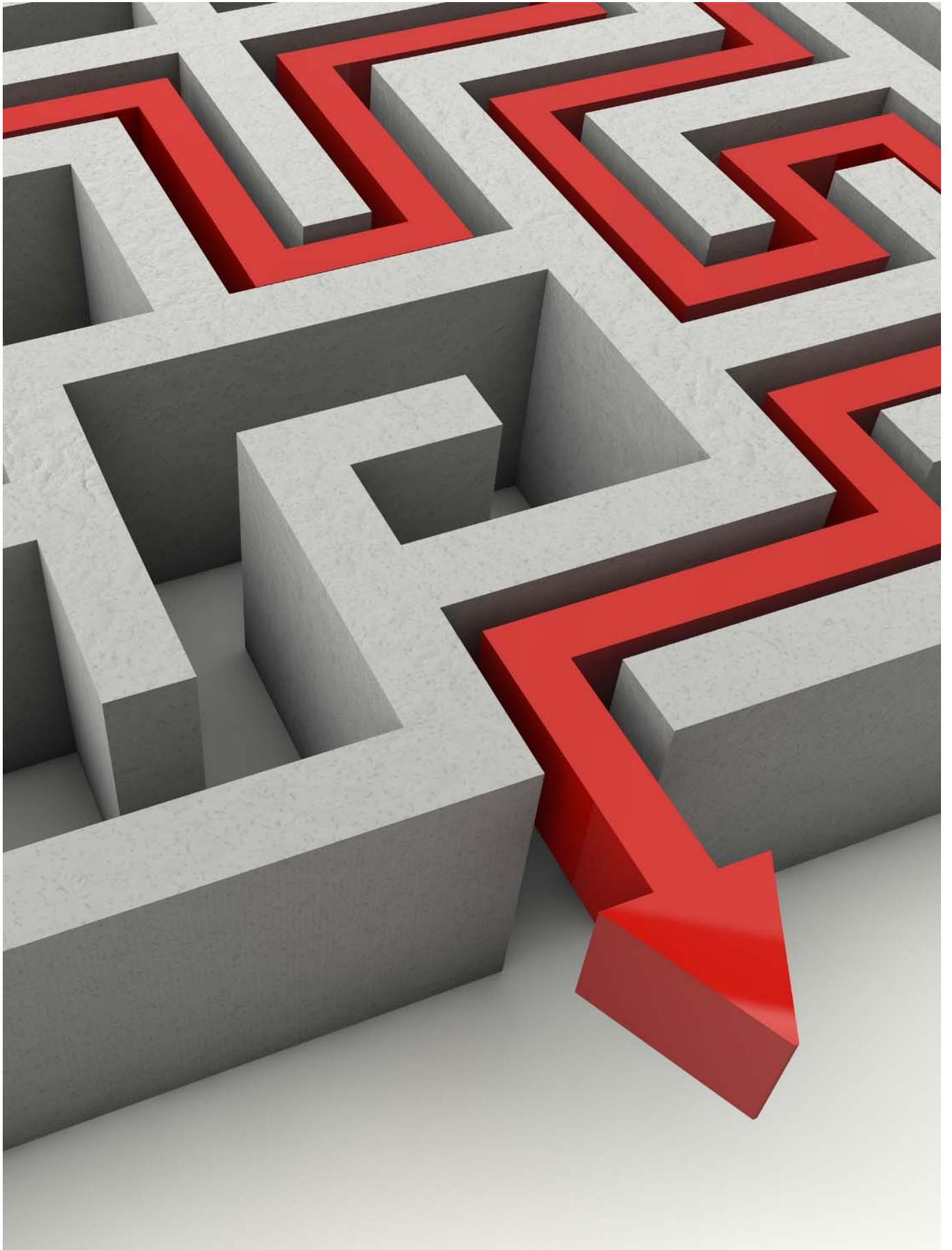
5 - GOVERNANCE

We evolve in line with the institution

STRATEGIC PRIORITIES	ACTIONS
1. Innovate and experiment in the implementation of new IT applications.	<ol style="list-style-type: none">1. Increase interoperability between the university's platforms.2. Implement new management applications.3. Keep libraries technologically updated.
2. Increase transparency in activities and services.	<ol style="list-style-type: none">1. Revitalise library services.2. Make clear to users how they benefit from what we do.3. Raise the profile of the UAB libraries.
3. Improve processes and workflows.	<ol style="list-style-type: none">1. Progress further in the continuous improvement of quality management.2. Analyse the suitability of the UAB budget model in relation to libraries and future needs.3. Widen the partnership network.

Indicators

- Number of technological improvements implemented.
- Degree of user satisfaction.
- Percentage of fulfilment of annual goals.
- Number of improvement initiatives.



6 - RECOGNITION

We establish external partnerships and promote alliances

STRATEGIC PRIORITIES

ACTIONS

1. Improve the service's status.

1. Consolidate the *Biblioteques UAB* brand.
2. Maintain our presence in user platforms.
3. Promote the Library Service's presence in leading professional forums.

2. Strengthen cooperation and develop new alliances.

1. Boost cooperation with external actors.
2. Give support to Alumni.
3. Strengthen our support for secondary education.

Indicators

- Degree of user satisfaction in AQU reports (Quality Assurance Agency for the University System in Catalonia).
- Position in REBIUN indicators (Spanish Network of University Libraries).
- Number of activities conducted with external organisations.

PREPARATION, MONITORING AND EVALUATION

Participants from across the entire university community have been involved in preparing this new Strategic Plan for the Library Service. Below you will find the calendar and the main activities.

Calendar

June–July 2018

The process begins with the design of the methodology, which includes the collaboration of an external facilitator.

September–October 2018

Review of the key documents for analysing the situation at the starting point for the new plan (6 working groups, 40 participants):

- Evaluation of the UAB Library Service Strategic Plan 2015-2018.
- UAB Horitzó 2030 strategic plan.
- CSUC (Catalan Consortium of University Services) objectives for 2019.
- Seminar: “The future of university libraries”. UAB-CSUC, 2018. <https://ddd.uab.cat/record/188197>
- Prospective studies on university libraries by ACRL, CLIR, RLUK, OCLC, REBIUN.
- Analysis of best practice at university libraries, based on the information available on library websites at the top 30 universities in the “Academic Ranking of World Universities”, ed. 2017, the top 30 universities in “Reuters Top 100: The World's Most Innovative Universities”, ed. 2018, and on other strategic plans, reports from research library associations and articles on new trends in library planning.

Strategic analysis (SWOT) and revision of mission, vision and values with the cooperation of managers, head librarians and members of senior management (30 participants).

November–December 2018

First collection of user expectations via the web and surveys (60 contributions).

XII Jornada Compartint coneixements a les Biblioteques de la UAB (workshop on knowledge sharing): devoted to gathering ideas for the new Strategic Plan and attended by 62 members of the Library Service (88 contributions).

Synthesis paper on the contributions made in the various sessions.

Setting strategic objectives.

January–June 2019

Second collection of user expectations: via focus groups, the web and surveys (172 contributions).

Preparation and dissemination of a draft Strategic Plan.

Writing the final draft of the Strategic Plan.

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

- Presented to the UAB governing team and senior management team on 12 April 2019.
- Approved by the Library Service Users Committee on 6 May 2019.
- Approved by the Research Committee of the university on 19 June 2019.

Monitoring and evaluation

Regular monitoring must be made of progress in achieving the objectives of the Plan, with provisions in place for adapting it to rapidly changing circumstances.

After more than 30 years of management by objectives, the dynamic of setting these, determining the indicators and periodically monitoring them is firmly consolidated in the Library Service. The annual operating objectives are put forward by the Service's management in accordance with the actions set out in this Strategic Plan, but when establishing the priority actions for each year, the following factors will also be taken into account:

- Indications from UAB senior management and the vice-rector responsible for libraries
- Proposals deriving from the annual reviews of the quality management system.
- Resources available for achieving the objectives.

Each semester, progress towards meeting the objectives will be monitored through the indicators, and any necessary adjustments will be made.

An annual report will be produced and disseminated, giving feedback on the progress made.





Strategic Plan 2019-2022 Library Service

www.uab.cat/biblioteques
s.biblioteques@uab.cat

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