



LIBER 2026

Trondheim 1-3 July

From structure to strategy: building future-ready library teams at UAB

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UAB Universitat Autònoma
de Barcelona
Servei de
Biblioteques



The UAB statistics (2024-25)

ORGANIZATION	RESEARCH	TEACHING	BUDGET
15 Faculties	68 PhD programmes	109 Undergraduate programmes	€412,7m Budget
57 Departments	4.907 Post graduate students	144 Master's programmes	60,4% Goverment funding
4.123 Academic staff	705 Theses	427 Other post graduate programmes	
2.244 Administrative staff	414 National / International research projects	27.576 Undergraduate students	

UAB Libraries



UAB libraries

facts & figures

Physical Footprint

10 buildings
34,000 m²
4,379 study spaces



Human Capital
166 Staff Members



2M
Annual visits



2M
Website visits



220,000
Loans



>2.3M
Digital downloads



>1M Volumes

>1M

Online books and journals



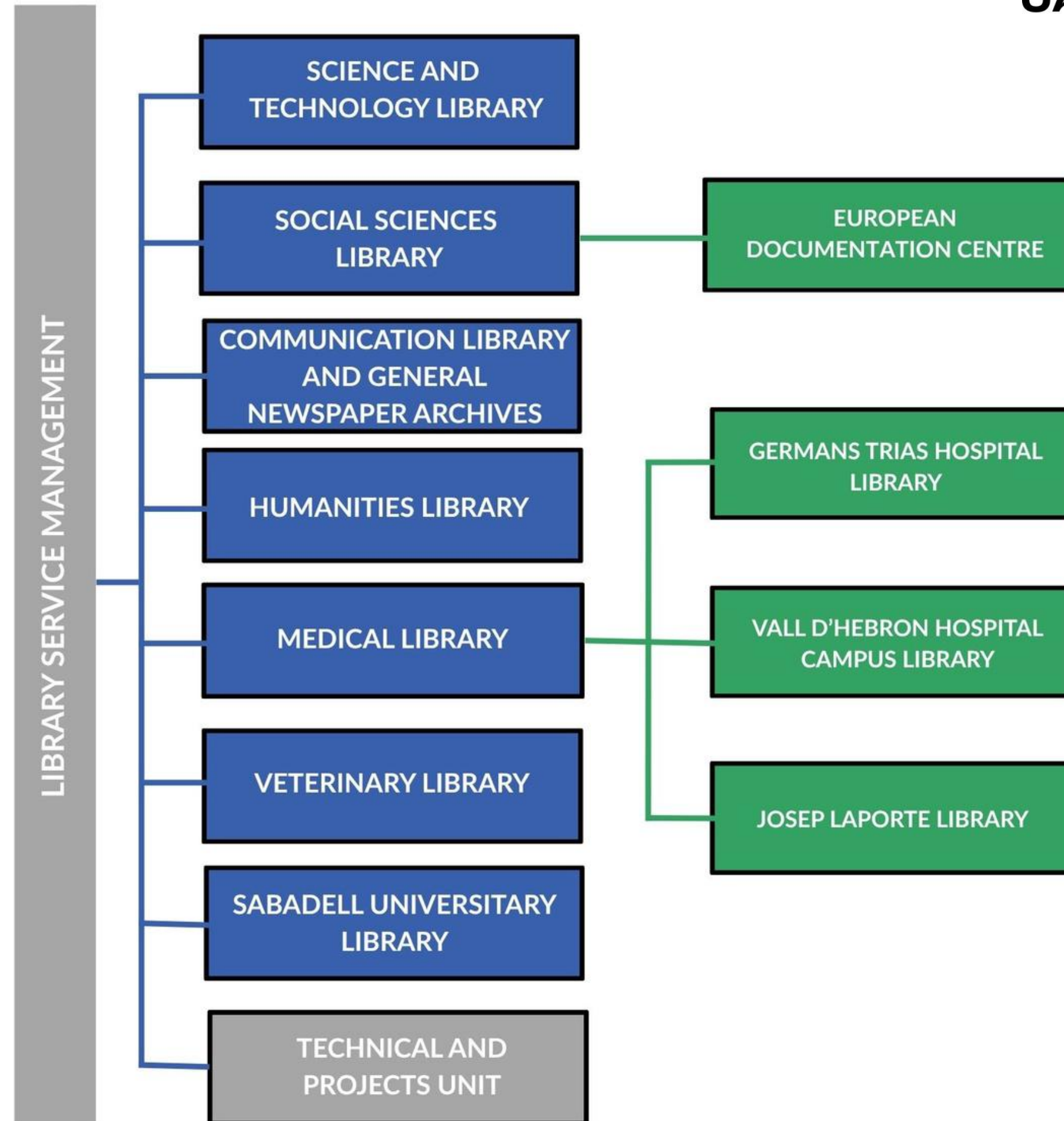
>8,000
Training sessions attendees



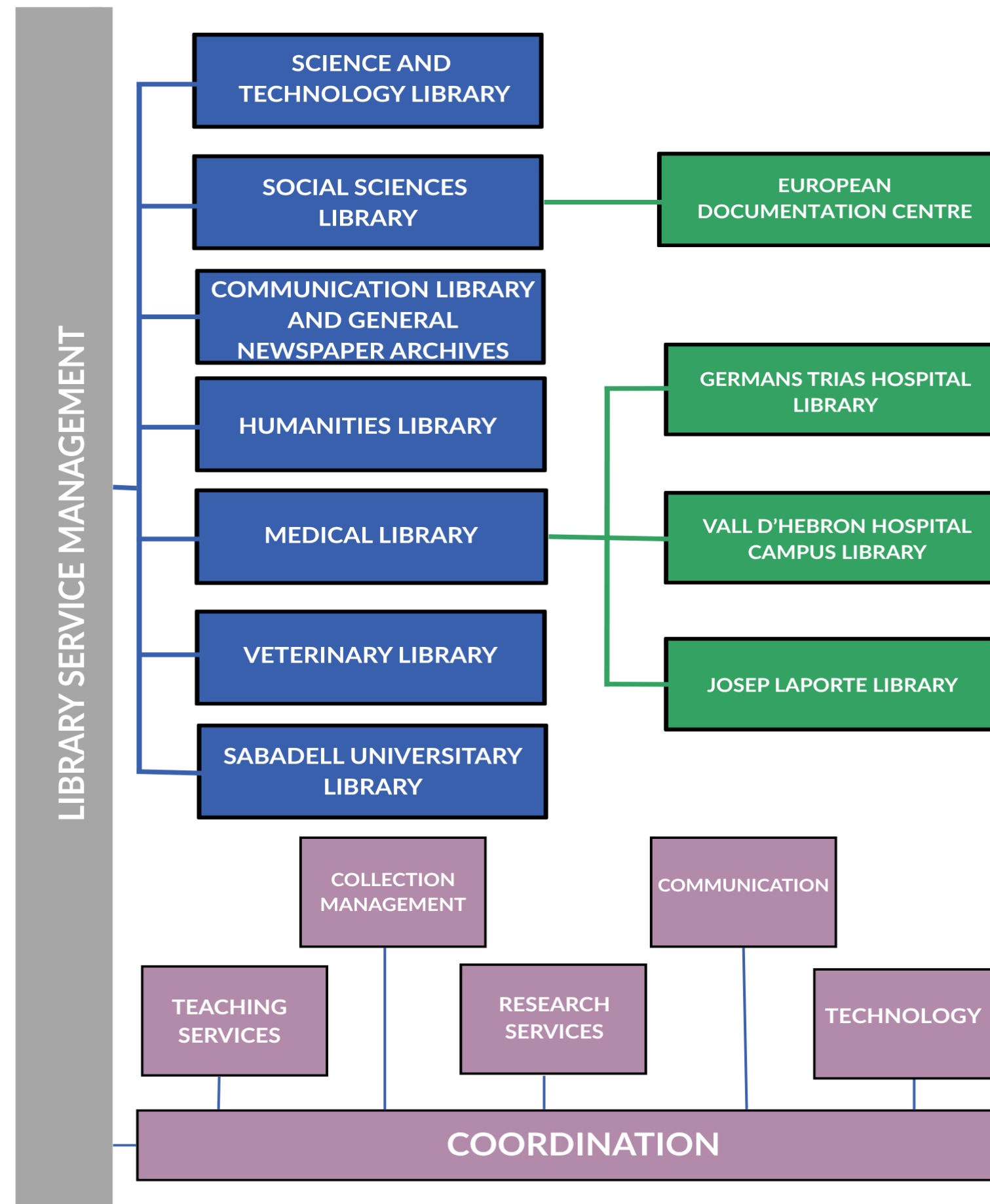
ISO 9001:2015

Prize for the commitment to gender equality 2025
Catalonia Open Science prize 2025

Library Service Organization



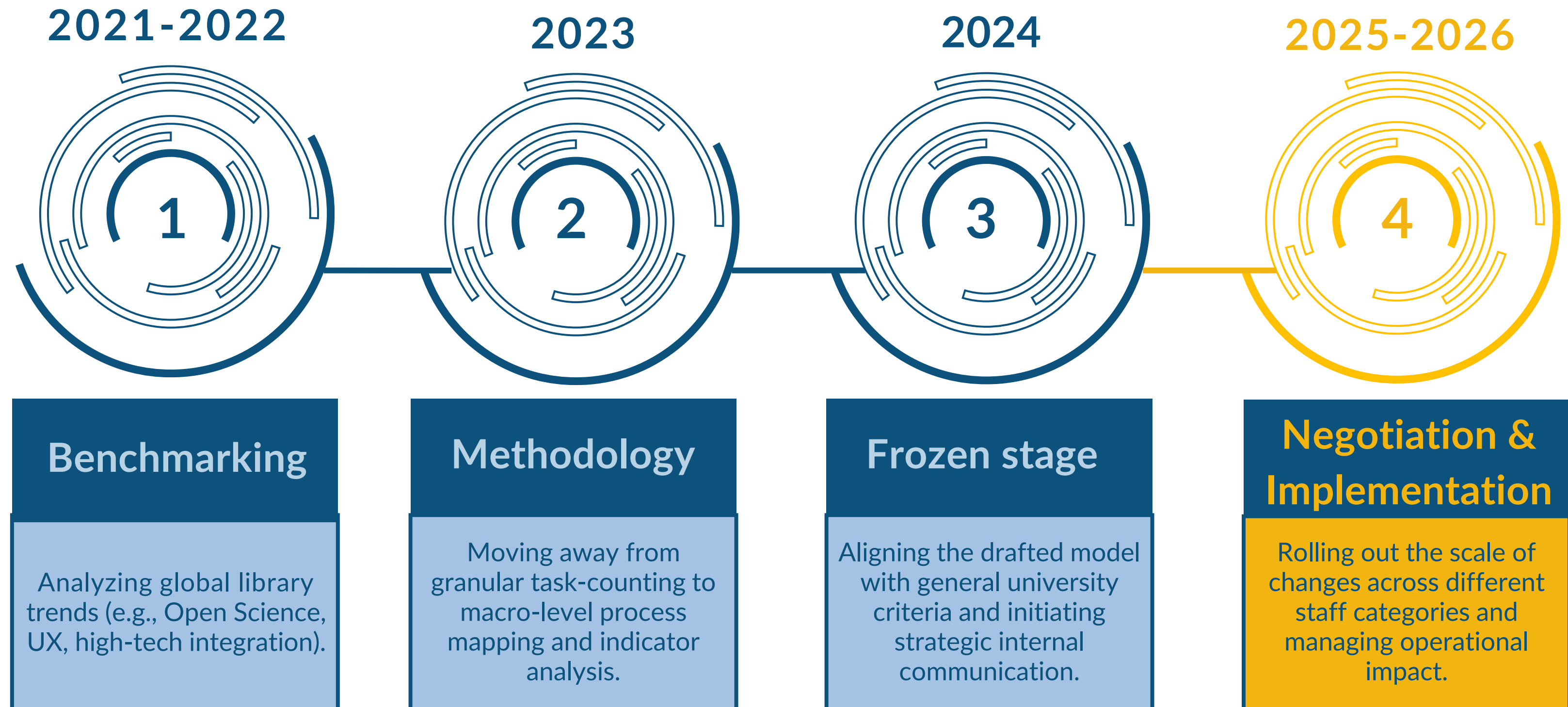
Library Service Organization

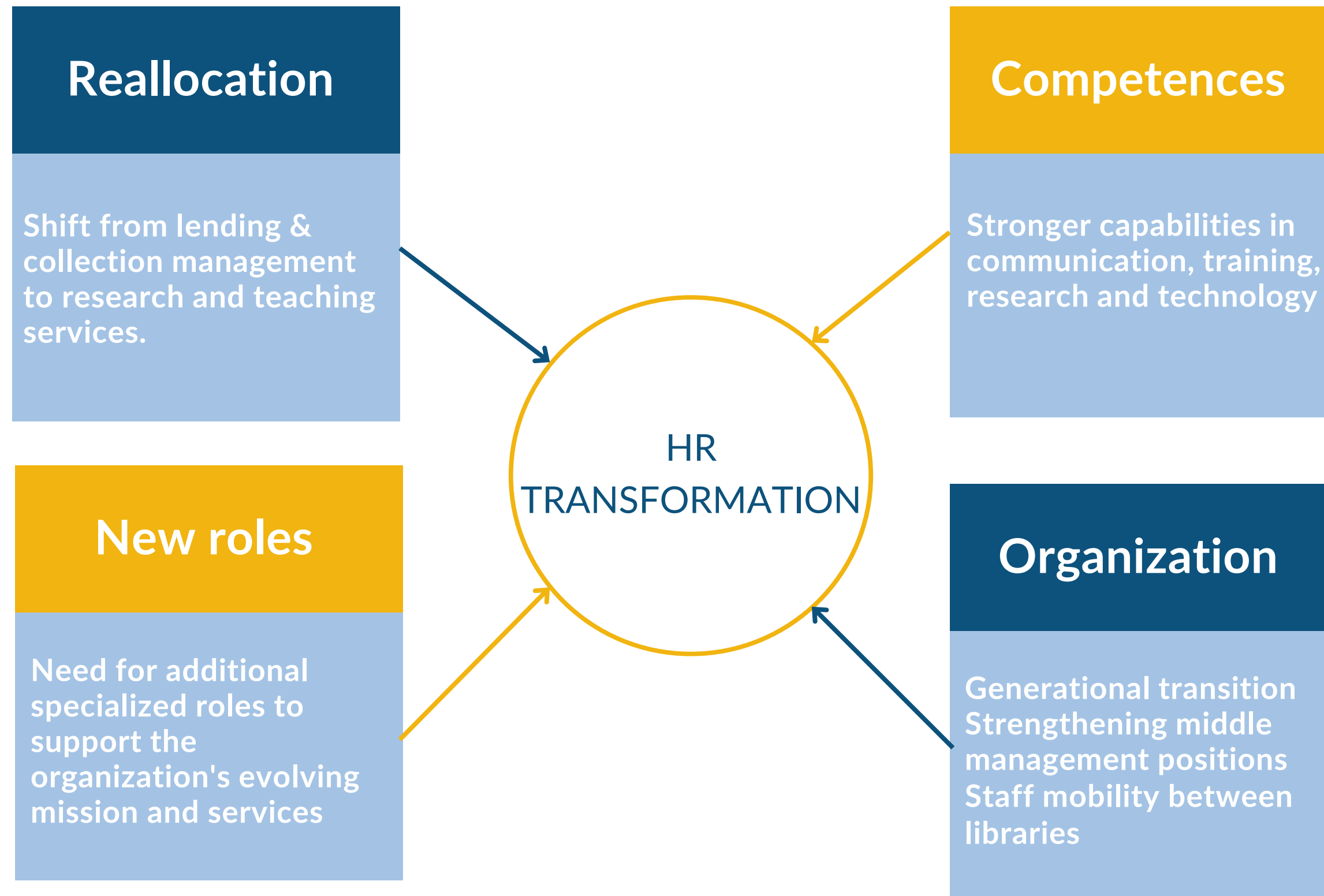


Core constraints



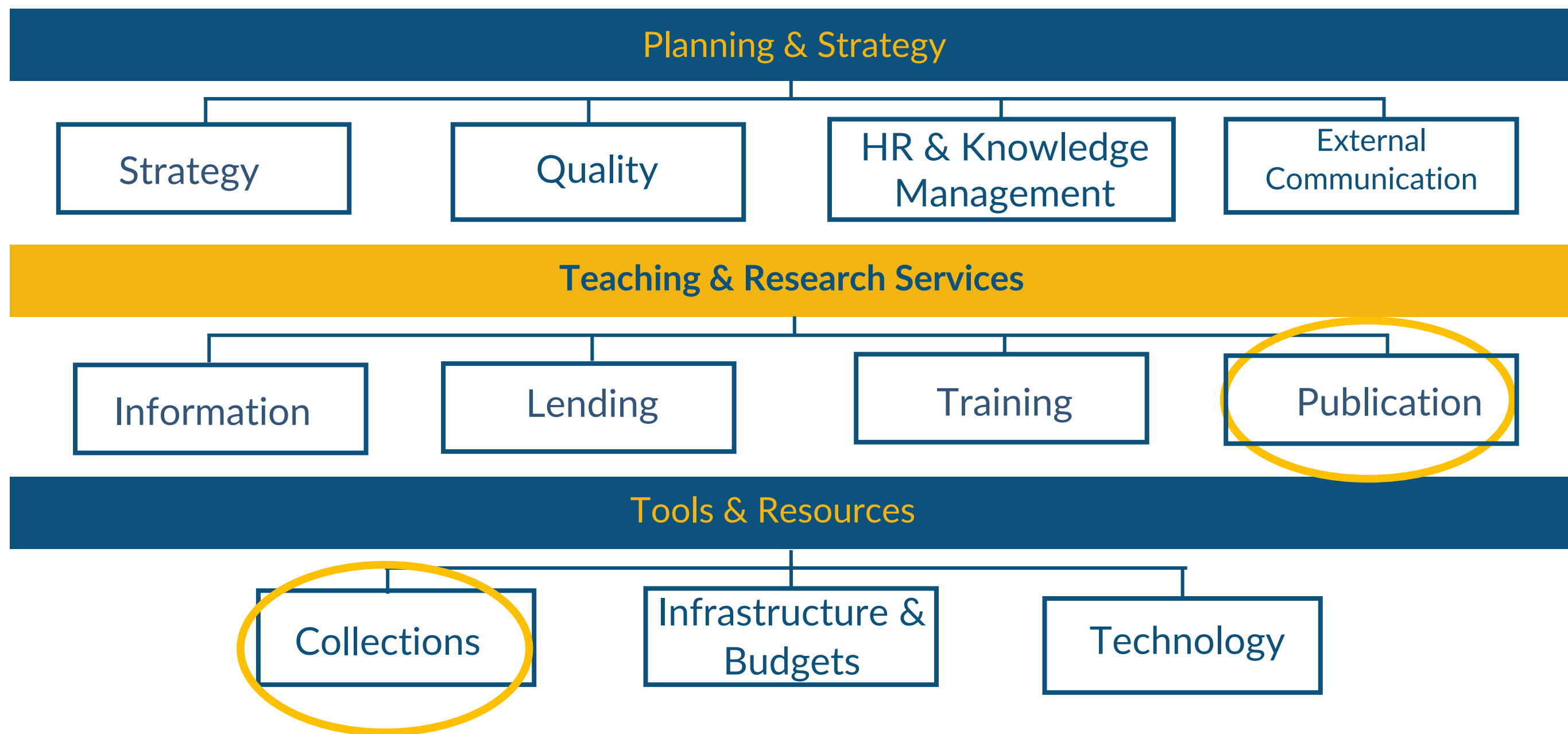
The Transformation Journey: A Four-Phase Methodology





Benchmarking: from collections to communities





Deconstructing the library



LIBRARY SERVICE AGGREGATE



BRANCH LIBRARIES STATISTICS

	PUBLICATION			COLLECTIONS					
	CRIS files checked	Published files from Research Groups	Total files in the CRIS	Personal Digitalised collections	Reading list	Citations from reading list	Adquisicions monografies	Physical volumes	Stanting orders
Comunication Library	488	1.549	4.618	11.586	277	5.032	495	223.050	21.777
Social Sciences Library	948	4.339	19.916	1.980	708	9.822	1.287	219.584	7.996
Science & Technology	2.406	5.953	40.795	5.685	1.260	14.397	1.430	106.244	397
Humanities Library	3.252	2.459	53.683	19.549	2.126	48.934	3.652	503.845	3.393
Medicine Library	1.301	3.089	29.866	0	192	2.298	523	37.506	1.743
Sabadell Library	100	0	5.895	0	144	1.866	77	17.575	786
Veterinary Library	118	1.021	9.873	2.201	119	2.027	149	33.737	230
	8.613	18.410	164.646	41.001	4.826	84.376	7.613	1.141.541	36.322
Total number of people	CRIS files checked	Published files from Research Groups	Total registres EGRETA	Personal Digitalised collections	Reading list	Citations from reading list	Adquisicions monografies	Physical volumes	Stanting orders
Comunication Library	0,34	0,50	0,10	0,96	0,05	0,10	0,06	0,50	1,53
Social Sciences Library	0,65	1,40	0,41	0,16	0,12	0,20	0,14	0,49	0,56
Science & Technology	1,66	1,92	0,84	0,47	0,22	0,29	0,16	0,24	0,03
Humanities Library	2,25	0,79	1,11	1,62	0,37	0,99	0,41	1,13	0,24
Medicine Library	0,90	1,00	0,62	0,00	0,03	0,05	0,06	0,08	0,12
Sabadell Library	0,07	0,00	0,12	0,00	0,03	0,04	0,01	0,04	0,06
Veterinary Library	0,08	0,33	0,20	0,18	0,02	0,04	0,02	0,08	0,02
	5,95	5,95	3,40	3,40	0,85	1,70	0,85	2,55	2,55

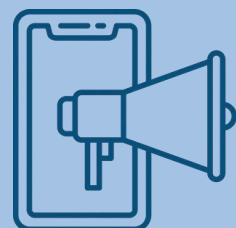
From indicators to person-hour



New profiles



Data
Steward



Community
Manager



Web & IT
specialist

Job transformation



- Upskilling existing staff
- Aligning talent with new strategic goals
- Integrating new tools and workflows

Workforce redistribution

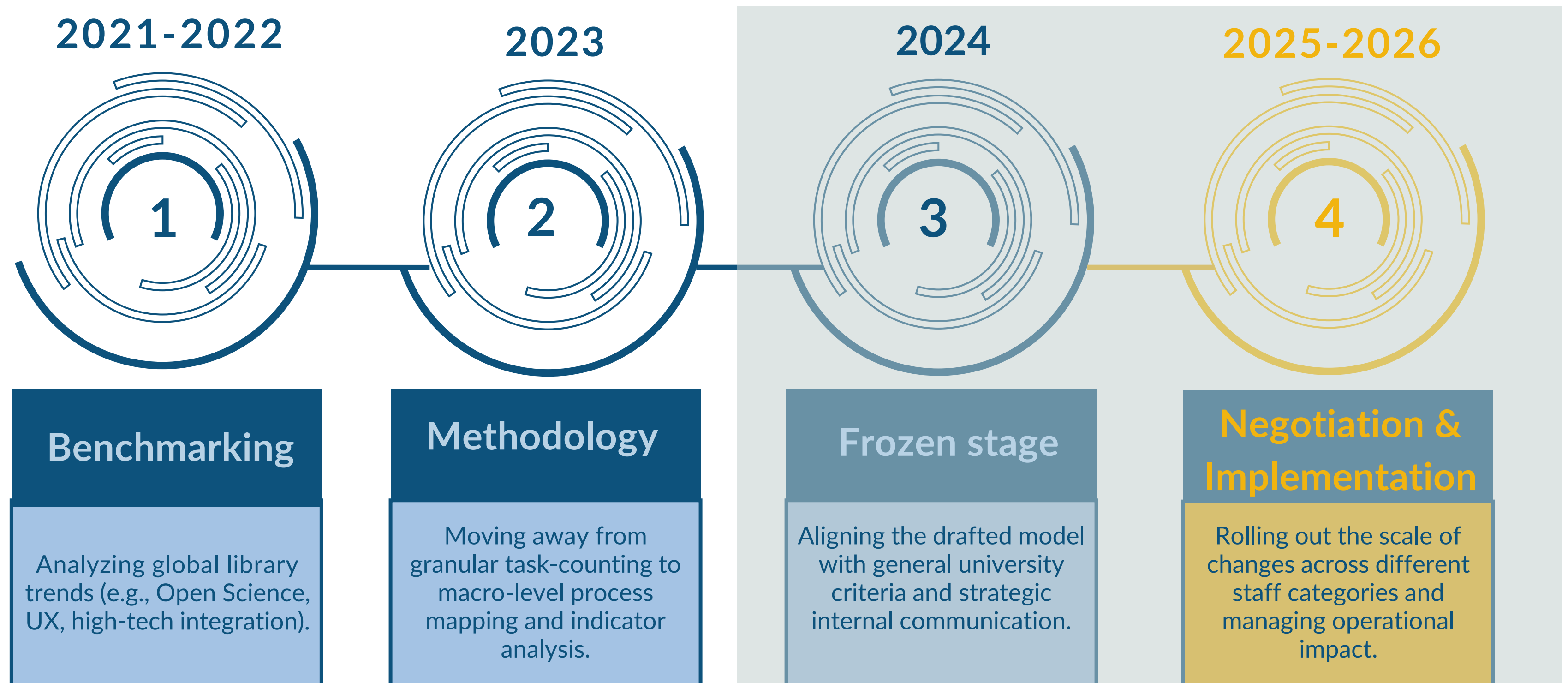


- Optimizing team structures for efficiency
- Human resources sizing
- Central services redesign

Organizational optimization



The Transformation Journey: A Four-Phase Methodology



**Team
communication**



**Problem detection &
analysing red flags**



**Using the
university
criteria**



Frozen stage



Key Outcomes



87%

**Staff
impacted**

145
individuals
reviewed



77%

**Positions
upgraded**

112 roles
with salary and
category growth



13

**Roles
transformed**

Into advanced
profiles



40

**Positions
opened**

7 hiring
processes

Implementation



Project challenges and key insights

An iceberg diagram is used to represent project challenges and insights. The visible tip of the iceberg, above the water line, is light blue and white. The much larger, submerged part of the iceberg, below the water line, is a darker blue. A horizontal blue line separates the visible tip from the submerged part. A yellow arrow points from the 'Key outcomes' box to the tip of the iceberg. A yellow bracket connects the submerged part of the iceberg to a list of challenges and insights.

Key outcomes

Public sector with complex processes

Solving resistances

Building trust: ensuring transparency

Reflection and time to process

Choose your battles

Thank you!

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