

UBC Library

Strategic Plan (2010-2015)

STRATEGIC DIRECTIONS

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	Action	Featured Initiatives	Related links
Implement a comprehensive digitization program to provide unlimited online access to materials of research and teaching value.	<p>Create a coordinated strategy for digitizing a broad range of collections, particularly British Columbian and unique holdings.</p> <p>Pursue a robust digitization program for UBC and in partnership with local, national and international organizations.</p> <p>Expand digitization services for the campus community.</p>	<p>UBC Library created a Digital Initiatives unit in 2010 to support the Library's burgeoning digital agenda. Their key priority is to position the Library to be indispensable to teaching, research and learning at UBC and make the collections and research available to the world. Read more about the Library's digital projects.</p>	<p>Digital Initiatives Team</p> <p>Digitizers' Blog</p> <p>Digital Initiatives Projects</p> <p>Open Access Journal Hosting</p>
Enhance and integrate access to print and digital collections to make them easier to find.	<p>Improve findability of local and global information resources.</p> <p>Deliver more content and services to users' virtual and mobile environments.</p> <p>Redevelop the library web presence.</p>		<p>UBC Library Digital Collections</p> <p>UBC Home Page redesign (Summer 2012)</p>
Strengthen and preserve collections to meet changing curriculum and research needs.	<p>Implement new practices for storage and retention of materials.</p> <p>Establish a preservation program for print and digital collections.</p> <p>Strengthen resource for Aboriginal programs, research and communities.</p>		<p>Collective development policy</p> <p>Preservation program and policies</p> <p>Technical Services Team</p>
Achieve a stable, sustainable collections funding model.	Develop and implement a collections funding plan.		

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ACCELERATE RESEARCH

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.

Goal	Actions	Featured Initiatives	Related links
Increase the impact of UBC research by making it widely available in open access digital repositories.	<p>Develop cIRcle into a showcase for research with emphasis on local, regional and national collaborations.</p> <p>Engage in campus initiatives for data curation and cyber infrastructure.</p>	<p>Launch of New GSS (Graduate Student Society) cIRcle Open Scholar Award UBC Library is proud to announce this new, lottery based award for graduate students at UBC Vancouver beginning July 2012. Find out more information about the award eligibility and submission deadlines.</p>	<p>cIRcle: UBC's Information Repository UBC Library Innovative Dissemination of Research Award</p>
Be a leader in developing and promoting open access and open source methods and tools.	<p>Raise awareness and engagement of stakeholders in scholarly communication</p> <p>Build and share expertise on new publishing models, intellectual property and rights management.</p>		<p>UBC Copyright Scholarly Communications (Vancouver) Centre for Scholarly Communications (Okanagan)</p>
Establish a Research Commons, including specialized services to promote research productivity.	<p>Develop a suite of programs, technology tools and spaces dedicated to research and digital scholarship needs.</p>		<p>Geographic Information System (GIS) Services Government publications Data services</p>
Involve library staff more fully as partners in the research process, applying their expertise and promoting connection between disciplines.	<p>Expand the visibility of library contributions to research within and across disciplines.</p> <p>Take part in initiatives on and beyond campus for managing and preserving research data.</p> <p>Strengthen library-wide resources and programs to advance Indigenous scholarship.</p> <p>Lead in developing a records management program for the University.</p>		<p>Open Access Week</p>
Build research capacity within the library.	<p>Develop goals, supports and funding for a library research program.</p> <p>Link more actively with SLAIS research programs.</p>		<p>UBC iSchool of Library, Archival and Information Studies (SLAIS)</p>

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ENHANCE STUDENT LEARNING

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.

Goal	Actions	Featured Initiatives	Related Links
Actively partner with faculty in curriculum design, teaching critical thinking, digital literacy and information fluency.	Develop and integrate library teaching programs more fully within the curriculum.		Library Workshops and Events for Faculty and Students Centre for Teaching, Learning and Technology (CTLT)
Provide new technologies to enhance student productivity and knowledge creation, wherever users are.	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.		Geographic Information System (GIS) Services Government publications Data services UBC RefWorks
Develop user-centered spaces and services to promote informal learning, study and reflection, collaboration and dialogue.	Complete capital projects for Asian, David Lam, Law, and Woodward libraries and the Integrated Research Library (IRL) 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.	New Year, New Look at Woodward Lower Level A recent renovation of Woodward Library's ground floor has transformed what students said was as a dark, cold space into a sociable yet studious setting with areas designated for group collaboration as well as solo and silent study. Read more about the Woodward renovations.	Law Library new building opening Koerner Library renovations Chapman Learning Commons Canaccord Learning Commons
Expand support for Aboriginal students and encourage all students to learn about Aboriginal issues and perspectives.	Work in partnership with Aboriginal faculty, programs, and services to develop new supports. Increase information holdings in areas related to Aboriginal issues.		Indigitization Toolkit UBC Library and MOA Indigitization Project

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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	Featured Initiatives	Related Links
Actively support the Irving K. Barber Learning Centre and all library branches in their community engagement initiatives.	<p>Communicate and promote UBC-based lectures and events in the community.</p> <p>Increase access to services for affiliated or underserved groups in the community, including University neighbourhoods.</p> <p>Expand support for community digitization projects.</p>	<p>BC History Digitization Program</p> <p>The British Columbia History Digitization Program provides access to BC's historical resources by providing matching funds to undertake digitization projects. Find out more about the program.</p>	<p>Irving K. Barber Learning Centre Small Business Accelerator (SBA) Program Robson Reading Series Community Card BC Digitization Coalition</p>
Expand programs and services for alumni.	Work with alumni groups to identify and develop initiatives of interest.		Alumni ACard
Extend support for students and faculty in their community-based and international activities.	<p>Seek new models for delivering library services at a distance.</p> <p>Expand information resources and other supports for the study of global issues.</p>		<p>AskAway virtual reference service UBC Library Document Delivery</p>
Foster collaboration with other libraries, archives, educational and cultural organizations.	<p>Build partnerships with institutions and consortia to leverage our collective expertise and resources.</p> <p>Increase involvement of library staff in community projects and programs.</p> <p>Showcase the library's innovations and achievements to the broader community.</p>		<p>Association of Research Libraries (ARL) BC Electronic Library Network (ELN) BC Library Association (BCLA) Canadian Association of Research Libraries (CARL)</p>
Increase the library's global presence.	<p>Take part in international collaborative projects and programs, including knowledge and professional exchanges.</p> <p>Form new relationships with international indigenous libraries and information professionals.</p> <p>Strengthen practices and scholarship for the organization and management of unique cultural knowledge.</p>	<p>UBC's University Librarian first Canadian to head global group</p> <p>UBC's University Librarian is the first Canadian to head an organization that has been the global voice of the library and information profession for more than eight decades. Read the official UBC news release.</p>	<p>International Federation of Library Associations and Institutions (IFLA) IFLA Indigenous Knowledges Conference 2012</p>

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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	Featured Initiatives	Related Links
Continue to build a respectful, healthy and sustainable work culture.	Develop programs that foster respectful practices. Promote a healthy workplace and work-life balance.		UBC Respectful Environment Statement Healthy UBC Initiatives
Support and engage staff in planning for organizational change.	Develop a strategy for organizational transformation, including support for new job roles and responsibilities. Ensure balanced representation of employees on committees and working groups.		UBC Library Careers
Ensure a work environment that fulfills employees' needs for continual learning and growth.	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.		Managing at UBC
Attract, recruit and retain a highly qualified, skilled and diverse staff.	Encourage innovation and adopt creative ways of recognizing employees. Identify systemic challenges and implement best practices toward achieving an inclusive, diverse workplace.		Intercultural Understanding at UBC

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CRITICAL ENABLERS OF SUCCESS 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.		
Critical to Success	Recommendation	Actions Taken
CHANGE AND ENGAGEMENT STRATEGY We must commit to organizational change, engagement, innovation and transformation . 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.	Develop a Change and Engagement Strategy.	The Library invested in a new Digital Initiatives unit and a Communications and Marketing unit in 2010. In 2012, the Library announced a number of significant changes underway to align the strategic plan to its vision of being a 21 st century library. Read more about these changes here .
IT INFRASTRUCTURE 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.	Develop an IT Plan in the context of, and with connections to, the University's IT programs.	Library Systems and Information Review was reviewed internally and externally in 2011. In 2013, the Library entered into a partnership with UBC IT to deliver IT services. As a result of this partnership, the Library will have its IT interests represented campus-wide and be able to take advantage of enterprise wide resources and infrastructure to better support the technology needs of faculty and students.
CULTURE OF ASSESSMENT We must develop an effective, sustainable and practical program of assessment and foster a culture of assessment at UBC Library.	Implement a Library Assessment Plan and Program.	The Library recently conducted four service reviews in the areas of Technical Services, Circulation, Reference and Systems and Information Technology. All four reviews indicated changing staff roles and service models. Implementation of these changes has already begun and will continue over the next several years. The Library participates in the LibQUAL survey which assesses user satisfaction with services, collections and spaces. This helps us compare current perceptions of services with those from earlier surveys. Results are posted annually – view UBC Library's results .
SUSTAINABLE BUDGET AND CAPITAL DEVELOPMENT 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 focal point.	Work closely with Library Development to explore new funding opportunities.	Find out about the Library's priority projects and read more donor stories .