



Diana M. Priestly Law Library

Strategic Plan 2010–2012

At the heart of the University of Victoria, the Libraries sustain a burgeoning nexus of people, knowledge and ideas amid the continual changes of the 21st century. Treasures of the past converge with transitioning technologies linking us with scholarship around the world. In-depth information delivered in a timely manner is key to making research libraries effective and relevant today.

The University of Victoria ranks among the best of Canadian comprehensive universities. To sustain this outstanding position in teaching, learning and research, and to equip our students with the tools for the new modalities of collaborative research and shared knowledge, we launched two of the most critical building and renovation projects in decades. These projects created libraries with adequate space for users, expanding learning and teaching spaces along with the capacity to accommodate increasingly sophisticated technology and collection growth.

As teaching, learning and research continues to evolve, new and exciting challenges emerge for the University Libraries. Our Vision, Mission and Values reflect not only our strengths but our commitment to supporting the goals of the university by continually addressing the needs and expectations of our students and faculty.

This renewed strategic planning document is designed to serve as a framework and guide for building on the University of Victoria Libraries' record of innovation. The Libraries' focus remains consistent with the four key areas of the UVic Strategic Plan, *A Vision for the Future – Building on Strength*: people, quality, community and resources. To achieve these goals we have developed a series of objectives and key strategies. A separate annual Operational Plan will direct the creation of individual unit plans and will be updated on a regular basis throughout the year.



Open your mind.
UVic Libraries

Our Vision, Mission and Values

Vision

The University of Victoria Libraries demonstrates leadership in facilitating expanded access to knowledge.

The Libraries' adaptive and user-friendly environment embraces a diversity of learning styles for academic success.

Central to the University's roles of teaching, learning and research, our services anticipate and respond to user needs.

Mission

We are partners in teaching, learning and research at the University of Victoria.

We provide the University community with expert and innovative access to knowledge.

Values

- *Quality Service* - we value library service that is credible, responsive and innovative, and that supports teaching and learning, the pursuit of knowledge and lifelong learning.
- *Transparency* - we value integrity and accountability in our interactions with our colleagues, members of the University and external communities.
- *Diversity* - we value diversity in perspectives and cultures and the principle of intellectual freedom in providing open and inclusive access to information.
- *Collaboration* - we value cooperation and teamwork in all aspects of our work, both within the university and with our partner institutions.



2010 Goals & Objectives

PEOPLE

GOAL: To attract and retain a highly skilled and qualified staff committed to the Libraries' role in achieving the University's mission.

Objective 1: *To create and sustain a learning culture which encourages innovation and embraces change.*

Key strategies:

- 1 a) assess staffing needs to reflect current skills and competency gaps
- 1 b) ensure that training and professional and career development opportunities are provided for all staff
- 1 c) recognize and reward behaviour that demonstrates a learning culture
- 1 d) learn from past experiences and grow through innovation
- 1 e) promote Libraries' staff involvement in campus-wide activities

Objective 2: *To actively recruit and retain outstanding candidates from diverse regions and backgrounds.*

Key strategies:

- 2 a) enhance the relevant training available for search committees
- 2 b) work with UVic Employment Services to broaden audiences for job postings
- 2 c) use inclusive language in job postings

QUALITY

GOAL: To offer services, information resources and facilities of such quality as to establish the UVic Libraries as leaders among Canadian university libraries.

Objective 3: To provide services and resources to users which enable them to access, identify and evaluate information.

Key strategies:

- 3 a) streamline the Libraries' instruction program
- 3 b) build systems to foster researcher independence
- 3 c) continue to develop campus partnerships to enhance the McPherson Library Learning Commons
- 3 d) provide alternative ways of gaining access to library services and resources
- 3 e) develop user-driven/user-centric resources and services
- 3 f) make evidence-based strategic decisions regarding services, facilities and resources

Objective 4: To provide information resources which meet the current and future needs of the University community.

Key strategies:

- 4 a) expand the Libraries' capacity to support digitization
- 4 b) provide leadership in the collection, management and preservation of research data
- 4 c) expand and showcase unique, local collections
- 4 d) continue to develop and sustain the general collection
- 4 e) support and plan for the preservation of information resources
- 4 f) support the transformation of scholarly communication through open access to digital collections

Objective 5: To provide a suitable physical and virtual environment which meets the needs of the University community.

Key strategies:

- 5 a) continue to develop the Libraries' physical and virtual space to meet emerging and constantly changing needs
- 5 b) support UVic's sustainability program

Objective 6: To foster a culture of organizational excellence characterized by effective leadership and management.

Key strategies:

- 6 a) expand the application of assessment and accountability tools and techniques
- 6 b) develop leadership capacity
- 6 c) engage staff in strategic planning processes
- 6 d) increase presence and visibility of the University Librarian and senior management
- 6 e) encourage employee participation in communications
- 6 f) provide leadership by sharing our organizational expertise

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COMMUNITY

GOAL: To contribute to and benefit from the resources of academic partners, consortia and the community.

Objective 7: To promote the Libraries' resources and services to the University community and beyond.

Key strategies:

- 7 a) promote the connection between research and the Libraries
- 7 b) work with UVic Communications, Marketing and the University community to increase visibility of the Libraries
- 7 c) use our website to promote the richness and diversity of the Libraries' resources

Objective 8: To enhance collaboration with other cultural resource organizations.

Key strategies:

- 8 a) develop strategic targets for partnerships/collaborations
- 8 b) strategically participate in projects and collaborative initiatives with other institutions
- 8 c) identify and communicate with research communities on and off campus

Objective 9: To enhance partnerships within the University community.

Key strategies:

- 9 a) cultivate relationships with other campus units
- 9 b) create opportunities for collaborative projects



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RESOURCES

GOAL : To generate the resources necessary from both public and private sources to achieve the Libraries' mission.

Objective 10: To obtain adequate and equitable funding from the University to support the achievement of the Libraries' goals.

Key strategies:

- 10 a) expand external communication activity to enhance public recognition of the importance of the Libraries
- 10 b) communicate the need for appropriate support from the University

Objective 11: To provide a continuous and growing revenue stream for the Libraries through private donations and grants.

Key strategies:

- 11 a) establish priorities for fundraising with the Development Office
- 11 b) increase the revenue received through private donations and grants