

Balance and Renewal:

Library Integrated Plan
2012/13-2016/17



UNIVERSITY
of GUELPH

LIBR@RY

CHANGING LIVES
IMPROVING LIFE

VISION AND GOALS: *Strategic pathways*

As the University of Guelph Library steps forward to make strategic choices for the path it will take over the next five years, the theme “*Balance and Renewal*” has been selected to articulate the two major strategies which drive us towards that new future. We serve many roles within our institution and contribute in many ways to the University’s mandate and mission - we are stewards of information, we provide technology-rich learning environments, we provide learning services that foster academic skills development, and we provide spaces where scholars and students can engage in quiet contemplation as well as in more active discussion and exchange of ideas across the disciplines. While needing to balance all of these roles within the constraints of our staffing and budget allocations, the University of Guelph Library nonetheless also seeks to constantly renew and re-interpret its traditional roles for a rapidly evolving world where information content and information technologies are becoming both more complex and more crucial to academia. Thus, the *Library Integrated Plan 2012 – 2017* defines four strategic areas of activity which were first highlighted in the Library’s first five-year Integrated Plan (2006-2010), but which we believe remain central to the Library’s mission. These strategic goals are:

1. Transform Library **Space** to Support Teaching, Learning and Research
2. Enhance the **Teaching and Learning** Environment
3. Support the **Research** Community through **Collaboration**
4. Make our resources easier to **Find** and more **Accessible**

And, in order to help us achieve these strategic goals, *Balance and Renewal* identifies two key strategic enablers which will provide crucial support as we enact our plan:

- A) Cultivate People, Teams and Organization
- B) Create a Sustainable Path for Library Funding and Resources

By aligning our strategic goals with core client needs (for space, learning and research support, and access to information), the Library is being guided by its vision statement:

To be central to the University community as a valued facilitator, partner and catalyst for learning, research and knowledge-creation on campus.

The *Balance and Renewal Integrated Plan* provides a road map for the Library’s future that will allow us to respond to the rapidly changing landscapes (social and technological) within which modern academic libraries exist. All academic libraries (and Guelph is no exception) are facing major challenges regarding dwindling budgets and staffing complements, changing modes of information production and exchange, and new paradigms for teaching, learning and research which will require new, adaptable and nimble approaches to knowledge discovery, and information literacy and research support. In order to meet these challenges, and in keeping with the vision statement expressed above, our new strategic plan is informed by a desire to express the Library’s core values of learning, service, intellectual freedom, stewardship, access, innovation and communication. These values were first articulated by Library staff in 2008 as part of a comprehensive review and reorganization that led to an innovative realignment to a team based service model beginning in 2009. By bringing these values to life, the Library creates the conditions that foster learning and the creation of new

knowledge, helping the University to realize its stated mission “to put the learner at the centre of all it does”.

In addition to drawing upon its organizational vision and values, the Library sought direction in drafting the *Balance and Renewal* document by conducting an environmental scan and user survey which allowed us to discover and better understand the needs of the academic clients whom we serve. In keeping with the core focus on the needs of our user communities, the Library is committed to an ongoing process of consultation and examination with students, faculty and staff about current services and future needs, including consultations aimed at ensuring maximum organizational effectiveness. See *Appendix A* for details regarding the consultation process and responses which were used to inform the writing of this Integrated Plan. Based on the input received from our key stakeholders, the Library developed six (6) strategic planning themes to direct the work of producing a new five-year Integrated Plan. These themes are summarized in *Appendix B*. Pertinent and representative user comments have been included under each Strategic Goal.

Guided by these over-arching themes, each constituent Strategic Team within the Library then developed a Unit plan consciously built to flow into a larger, library-wide document. Each team plan is oriented to key strategic University documents (*BetterPlanet Project*, *University Learning Objectives*, *Provost's Reports – Lighting the Fire and Presentation to Senate on Academic Priorities*) and include core assessment and accountability measures. This extensive organization-wide examination and planning exercise (undertaken in fall 2011) allowed staff to test their own perceptions of client needs and to identify our existing strengths, service gaps, and areas for potential growth.

The Strategic Goals identified as a result of our consultations with users and our review of the unit plans enable the Library to respond effectively to the University's strategic initiatives and, in particular, to contribute to the goals and mandates of the *BetterPlanet Project*. The Library's integrated plan not only guides our organization in the assessment of priorities and allocation of resources entrusted to us by the University, it acts as a signpost to our user community about the directions we will take in the next five years, and provides a benchmark against which we may measure our success.

In short, the overall purpose of *Balance and Renewal: Library Integrated Plan 2012-2017* is to strategically balance the Library's traditional and new roles over the next five years, identify what we will be doing, why and how we will do it, and how we will measure our progress.

PURPOSE: *Who we are*

The Library, as an integral part of the Office of the CIO & Chief Librarian, is central to the University campus both geographically and strategically. Our strength as an organization is founded upon a strong history of successful collaboration with campus partners (Student Affairs, CCS, COLES, CPES, CME, COA, CSD to name a few) and with the broader research library community. The Library relies on these partnerships; enhancing them in the future will allow for the sharing of expertise and the maximizing of economic efficiencies. Our successes with TUG shared services (Primo, the Annex facility), Ontario Council of University Libraries (Ontario Scholars Portal and licensing resources), Canadian Association of Research Libraries (research libraries advocacy and development), Canadian Research Knowledge Network (consortial buying) and others are evidence of the importance of such initiatives and proof of the need to continue to build these relationships.

The Library's core mandate from its users remains the same: to enhance learning through the provision of expertise, leadership, services and resources that support academic objectives and foster lifelong learning. To accomplish this the Library provides collections and resources (journals, databases, books and media), independent and collaborative study space, learning and research services, equipment and professional staff dedicated to the enrichment of the communities we serve.

Today, the Library finds itself in a time of significant change and opportunity. The University will shortly name a new CIO and Chief Librarian to build upon the legacy left by Michael Ridley. More generally, research libraries across North America are being challenged by their users, their institutions and the larger information environment to take on new roles that provide the highest value to users and their parent institutions. While resource pressures around space, finances and staffing continue to challenge our ability to maintain valued core services, it is essential that we invest in developing our ability to adapt and innovate. We will begin to meet the many challenges we face by listening to and understanding the needs of our users and through careful examination of our work through deepening the culture of assessment initiated in the previous Library Integrated plan.

STRATEGIC GOAL 1 - *Transform Library SPACE to Enrich Teaching, Learning and Research*

The Library's physical space has a significant impact on campus life and learning. Space has evolved as one of our key strategic assets, and also as one of our biggest challenges. Collaboration, learning, reflection and student interaction have always been at the heart of how our users interact with our facilities. While the primary traditional use of research library space (housing and accessing print collections) is waning, traffic to our building has increased to the point that we are now well beyond capacity throughout most of the academic year.

Sample comments from a survey of U of G students and faculty in fall 2011:

"It is very hard to find seating in the Library at all times of the day this semester."(student)

"The Library seems too small for the community - a free computer or cubicle can sometimes be hard to find, power outlets are even harder to find."(student)

"It is difficult to find a place to work as the Library is a prime location for group or individual work."(student)

The Library has a strong track record of leveraging its space to form strategic partnerships to enhance the student learning environment, including the partnerships with CPES (Math and Stats Help Lab and, more recently, the Science Commons), the establishment of the CSD Exam Centre, the development of the Learning Commons, and through the creation of the Academic Town Square, where regular programming and collaborative and informal discussion spaces further enhance campus life. Library space will continue to respond and transform to meet ever-changing student demands. Our consultation tells us that the Library has become student's preferred place on campus for studying, socializing and building community.

The Library will be undertaking a comprehensive planning exercise to develop a *Library Space Master Plan* to guide future directions and decision making. The Library will engage an external consultant/architect to compile a needs assessment, evaluate our space resources against other comparator institutions and COU standards and make recommendations on the sufficiency of our space and its use. This plan, combined with a specific plan for the transformation and more efficient housing of our print collections, will be used to establish standards and provide a road map for both the near term (1 to 5 years) and the longer term (5 to 15 years).

The U of G Library is proud of its wealth of print resources that have helped generations of faculty, students and the public meet their information and research needs. At the same time, these traditional 'legacy' print collections present a daunting challenge when the Library seeks to repurpose space currently dedicated to print collections for new, user focused learning environments. We will balance the need for more student study and learning space with the footprint of our physical collection through better use of compactable shelving and improved collection management. We are also planning for a significant expansion of our Archives and Special Collections (which is a *BetterPlanet Project* campaign priority), which will provide both enhanced learning spaces and collections space. The Library's values of learning, service, access, and stewardship will provide balance and guide our process and decision making.

To effect this transformation we will need significant new investment. We will continue to leverage the strengths of our partnerships on campus, within the broader Library community, and with donors to share the costs and effort of space transformation.

When asked to describe what s/he hoped the Library might look like in 2016 one of our students responded:

"I like conventional and classic libraries, so I wouldn't change too much... Perhaps the Library is more clean, there is more space to study, but the books are still given prominence, and well-cared for. There is greater access to online journals of all types, and old books are preserved in re-printed and digital format so as not to lose them to time. There is still a blend of silent study areas, and group study areas, with comfortable furniture and access to electrical outlets for laptops."



STRATEGIC GOAL 1 - *Transform Library SPACE to Enrich Teaching, Learning and Research*

KEY OBJECTIVES	NEW INITIATIVES
<p>Design our spaces to meet user needs</p> <p>Renew and Expand Archival and Special Collections space</p> <p>Recover and Repurpose collections space in order to create student learning space</p>	<ul style="list-style-type: none"> • Create a Library Master Space Plan in order to create a coherent and effective response to future user needs (will include a programming and instructional space review) • Plan and implement an Integrated User Services Desk for the first floor of the Library to meet changing user service expectations • Working with key donors and the University, renovate the entire lower level of the Library to facilitate the expansion of the Library's Archival & Special Collections, and to improve the quality of user experience when accessing or teaching with these collections <ul style="list-style-type: none"> ◦ Double the storage and reading room capacity of the existing space ◦ Install cutting edge digitization facilities ◦ Create a number of multi-use programming, user and exhibition spaces • Guided by a Library Collections Space plan and with the assistance of external consultants, we will: <ul style="list-style-type: none"> ◦ Undertake significant de-selection of print materials in both the Library and the TUG Annex storage facility, based on usage, duplication within TUG, and availability of alternate formats ◦ Install compactable shelving on floors 3 - 5 to define a sustainable collection footprint and create additional student study space

STRATEGIC GOAL 2 – *Enhance the TEACHING and LEARNING Environment*

Our users see the Library as a place for active learning and intellectual stimulation. The Learning Commons remains a central place for support and learning on campus. Programming offered by the Data Resource Centre, Learning Services, Research Help, Supported Learning Groups, and Writing Services continue to play a significant role on campus with supplemental, integrated and embedded programs and services for students and faculty. Partners of the Learning Commons include COLES, Student Affairs and CCS to name a few. Partnerships with campus Colleges and academic departments continue to grow and are essential to the creation of learner-centered environments for students of all disciplines.

Over the past five years the Library has made a strong effort to establish new partnerships and sustain and reinforce existing partnerships with other academic support units on campus. The Exam Centre for Students with Disabilities on the second floor of the Library demonstrates a new partnership which enhances existing Library Accessibility Services by adding new levels of services for our students. In a very tangible way, this partnership reinforces our commitment to removing the barriers to learning for all students.

We also recognize the continued growth in the fundamental and applied sciences programs on our campus and have engaged in collaboration with CPES to create the new Science Commons on the third floor of the Library. The Physics Learning Centre and the Chemistry Learning Centre provide our students with improved group study space, education technology and tailored programming to enhance learning. The successful model of the Mathematics and Statistics Learning Centre (built a number of years ago) has now evolved into a first-class space that can be used by all students, but with a specialized focus on the sciences.

Our priorities moving forward will be to critically assess and improve upon the partnerships that have been established and to expand these opportunities through direct engagement with all of our key stakeholders. Driving this collaboration is a commitment to forging relationships which will enhance the experience for our users and will ultimately advance the learning, teaching and research environments on our campus.

Suggested enhancements from our survey respondents:

“The Scholarly Commons! ... Coffee in the Library is a great start. But can we re-think how academics work, including how they meet with each other and with students? What would that look like?” (Faculty)

“[The Library should] expand Writing Services, with more outreach to students through instructors.” (Student)

“Actively enhance student’s capacity to use Library resources for research (i.e., find data, cite, etc.)... Create user friendly modules for faculty to hand out to students with regard to the above.” (Faculty)

STRATEGIC GOAL 2 - *Enhance the TEACHING and LEARNING Environment*

KEY OBJECTIVES	NEW INITIATIVES
Enhance our understanding of our users' needs and behaviours	<ul style="list-style-type: none"> • Study user behaviour to inform our work • Develop a User Experience Boot camp for collaboration between students and Library staff • Ensure that staff are fully informed on all AODA compliance measures
Collaborate with others to enrich the learning and discovery environment	<ul style="list-style-type: none"> • Establish a network of experts across campus in the areas of GIS and promote Data Resource Centre services • Embed customized learning objects within course management systems at the program level • Create a web portal for the dissemination and promotion of Information Literacy to students • Contribute to the Alumni-in-Action project, which will provide public access to digital recordings and transcriptions of interviews with U of G alumni • Collaborate with the Dept. of Graduate Studies to develop and implement a mandatory online academic integrity module for grad students
Continue to foster and practice a “learner-centred” philosophy in designing our programs and spaces	<ul style="list-style-type: none"> • Align Library programming with the University's strategic foci of science students, first and fourth year students, international students, aboriginal students, commuter students, transfer students, high school student intake, and probationary students • Participate in International Education week in order to raise the University's profile and public awareness of the Library's role in life-long learning • Enrich the Library's learning support for students by doing a feasibility study to plan for a presentation room for student practice and workshops

STRATEGIC GOAL 3 - *Support the RESEARCH Community through COLLABORATION*

The Library aspires to celebrate and provide stewardship for the intellectual output of the University. Support for University research at all levels was deemed mission critical and formed a core part of our re-organization process during the last Integrated Planning cycle. A new service team, called Research Enterprise and Scholarly Communication (RE&SC), was created to address the pressing needs in these areas. Our existing and emerging services are positioned to support researchers throughout the life-cycle of their research projects, from inception to publication and through long-term preservation.

Collaboration represents the key to the success of all Library teams in their fulfillment of the broader Library mandates. In keeping with this principle, the Research Enterprise & Scholarly Communication team has formed strong new partnerships with the Office of Research (e.g. Research Support Services Working Group) and OMAFRA (e.g. Agri-Environmental Research Data Repository) as well as with many individual researchers and research teams on campus. Existing partnerships with faculty will be strengthened and expanded to help build collections and resources that promote and encourage research output.

Research data arising from the dedicated work of researchers must be properly managed, preserved and made accessible for efficiency and reliability during the research project and for greater impact through re-use by other researchers now and in the future. The RE&SC team engages with researchers and looks to successful models for data management at other universities to establish sound data management plans, to assist with storage and description of data sets, and to preserve data in a robust repository platform.

Scholarly output resulting from research is given higher impact through new open access publication options including self-archiving in the Atrium (the University's institutional repository) and open access, peer-review journal publishing (e.g. eleven journals currently published on the RE&SC platform). The RE&SC team works directly with campus authors to ensure that their own intellectual property rights are protected in whatever form of publication best meets their needs, whether open access or traditional, commercial publishing.

RE&SC is making a particular contribution to the Food theme of the *BetterPlanet Project* through development of a web catalogue of food-related research at the University. Increased exposure of U of G's research activity not only promotes the institution but also nurtures more interdisciplinary research both on our campus and internationally

Comments from our survey respondents regarding Library research services and support:

"[The Librarys should be] supporting authors and researchers in the areas of Open Access, copyright and other accessibility issues." (Faculty)

"Open Access and electronic books ... are the only two [issues] I feel strongly enough about to voice my opinion on." (Faculty)

"[We need] Library Staff to work with faculty (both on teaching research skills to undergrads. and for facilitating faculty research)" (Faculty)

STRATEGIC GOAL 3 – Support the *RESEARCH* Community through *COLLABORATION*

KEY OBJECTIVES	NEW INITIATIVES
Promote and preserve the intellectual output and research assets of the University	<ul style="list-style-type: none"> • Introduce support services to facilitate self-archiving of scholarly outputs, to ensure that faculty research outputs can be easily stored, preserved and re-accessed in the long term • Launch the digital preservation platform • Build new local digital collections in order to preserve and enhance access to unique U of Guelph collections
Support the entire life cycle of research projects	<ul style="list-style-type: none"> • Define strategies to actively partner with faculty to identify information resources which will support research, teaching and learning • Assist researchers with their data management challenges including preservation and publication of research data • Enrich the quality, effectiveness and integration of assistance given to researchers (student and faculty) who are looking for scholarly resources by developing stronger collaboration between the Library teams that provide this service (L&CS and RE&SC) • Monitor and support all forms of publication and dissemination of scholarly output arising from research
Promote the transformation of scholarly communication	<ul style="list-style-type: none"> • Develop a proposal for fee-for-service contracts with external strategic partners, in order to support the University's strategic business and research partnerships • Integrate author rights content into existing programmes such as: GSLI, Brainfood, and departmental research methods courses • Increase outreach to departments/program chairs, to promote awareness and usage of Library programming and students across campus • Inform faculty and grads about authorship and copyright issues and practices by developing a knowledgebase of author agreements and FAQs

STRATEGIC GOAL 4 - *Enhance Information DISCOVERABILITY and ACCESS*

Our users want access to as wide a range of information as possible, and they want to find it easily. The iCampus vision, developed by the Office of the CIO in 2005, purposefully linked integration, infrastructure and information into a continuous whole to provide integrated tools and processes for the campus. Modern research libraries must not only provide the resources their users require, they must increasingly support the technological infrastructure, standards and emerging services that accompany the digital library framework.

The Library, together with its key partners in CCS and the Office of the CIO, seeks to provide optimal accessibility and usability of its resources and technologies to ensure the success of every member of our community. Considerations of user-centred design, mobile computing, new modes of knowledge distribution, and preservation of scholarly resources content will help shape the Library's evolution over the next five years. The Library will continue to select and acquire relevant, unique and useful information resources for users to facilitate their learning and discovery activities. This engagement will be complemented by a new suite of online services that will provide high quality, innovative support for students (in academic skills support) and faculty (in research support). These endeavors echo the University's aims outlined in the *21st Century Committee* to respond to fundamental shifts in post-secondary education by further integrating technology in the undergraduate learning environment.

Increasingly, it is the ability of users to find and exploit the vast and complex range of resources that the Library provides that will mark our success as an organization. In an era of ubiquitous information availability, success will be defined through the value-added services of enhanced discovery, appropriate and evolving information technology, unique resources and customized support services to our users.

Sample comments from a survey of U of G students and faculty in fall 2011:

"Invest in BETTER on-line searching tools. The current system is very difficult to navigate."
(Faculty)

"Increase electronic access to journals and databases." (Faculty)

"Although I enjoy and appreciate being able to use a physical text for research, having more complete texts readily available virtually would help even more to cut down on the time spent searching the various

sections of the Library. Having an even more advanced search system would be ideal." (Student)

STRATEGIC GOAL 4 – *Make our resources easier to FIND and more ACCESSIBLE*

KEY OBJECTIVES	NEW INITIATIVES
<p>Explore new systems to enable better intellectual control over resources</p>	<ul style="list-style-type: none"> • Investigate and adopt discovery search systems that will provide maximum ease of access and discoverability of resources for our users • Redesign the Library website based on user experience (UX) best practices and mobile technology imperatives • Generate awareness, and provide education and support across campus to facilitate compliance with the AODA (Accessibility for Ontarians with Disabilities Act) as it relates to relevant copyright licenses and legislation • Review and improve resource discovery tools and materials management for Archival and Special Collections, in order to increase visibility and accessibility for these unique collections • Conduct a strategic review of the Library's Electronic Resources Management (ERM) processes, in order to improve timeliness and ease of access to the Library's growing digital collections
<p>Build quality collections of long term value</p>	<ul style="list-style-type: none"> • Maximize visibility and "return on investment" for newly purchased resources by developing and implementing an improved communications/ marketing plan for the promotion of new information resources to the University community • Create policies that ensure that electronic format is preferred where appropriate to user needs and collections philosophy • Recognize the evolution of new mobile information technologies by seeking and testing new ways to purchase and integrate electronic content for users e.g. piloting a patron- driven acquisitions purchasing model for e-books
<p>Create a Virtual Learning Commons - develop and pilot online service delivery to enhance user access</p>	<ul style="list-style-type: none"> • Create and pilot mobile service delivery in Learning/Writing services, in order to increase point-of-need access for students • Enrich the Library's ability to provide rich and effective learning support by developing a shared repository for online learning objects

Create a Virtual Learning Commons - develop and pilot online service delivery to enhance user access (Cont.)

Maximize the potential value of research data

Maximize effectiveness of public computing environment and labs

- Increase the effectiveness of the Library's teaching and learning support by embedding customized learning objects within course management systems at a program level
- Pilot online writing consultations and SLG sessions, in order to provide point-of-need access and reiterative learning opportunities for students
- Produce a research data repository that will be built on policies and standards to guide researchers in use and dissemination of campus research output
- Develop a comprehensive web-accessible catalogue of research activity at the University of Guelph, to enhance discoverability and collaboration within the research community
- Develop needs assessment of users' IT requirements to guide future deployment of public and lab computing, including mobile and non-traditional devices and services (video/ audio editing, presentations, streaming media server)



STRATEGIC ENABLER A - *Cultivate PEOPLE, TEAMS and ORGANIZATION*

The staff of the Library sets a standard for excellence in service and provides expertise for the campus in a number of key areas: collection development, learning, research and writing assistance, archival and special collections, integrating information into the e-learning environment, copyright and digital rights, metadata and cataloguing, statistical data, geographic information systems, digital collections, and information systems and technology.

The Provost has challenged the University community to reorganize for effectiveness, and the Library has responded. Recently, we embraced a team-based management philosophy as it suits our strong belief in shared leadership practices, innovation, personal leadership and strong communication and collaboration. We recognize that the Library is comprised of a diverse group of professionals and staff who have a wide range of skill and expertise. A team environment allows the Library to better leverage these strengths and support students and faculty in their ever-changing academic pursuits. Our team based model is grounded in mutual respect, support and a desire to better service our community. We believe that we can achieve more as a team than as individuals.

In order to continue to respond to the changing needs of the campus community and to be able to quickly adopt new technologies, the Library has reinforced its strong commitment to staff training and development. Fostering leadership capacity and succession planning will be key investments in the Library's future. To retain the requisite expertise, recruitment in a few specialized areas will be necessary in order to foster emerging services and also to sustain core services. The Library strives to be an agile organization with the staff capacity to provide innovative and responsive services in collaboration with and in support of our campus partners.

Assessment and accountability as well as evidence-based improvement will be the standard as we move forward to meet challenges that include a changing student demographic, the University's enhanced commitment to inter-disciplinary research and an expanded concentration on fundamental and applied science.



STRATEGIC ENABLER A - *Cultivate PEOPLE, TEAMS* ***and ORGANIZATION***

KEY OBJECTIVES	NEW INITIATIVES
Create a five year integrated business activity and HR plan in order to plan for growth / sustainability / succession	<ul style="list-style-type: none"> • Review our staffing model in all areas including part-time, summer, work/study and student intern staff complements • Ensure we have the appropriate skills and credentials to meet current and emerging service objectives • Create a dedicated succession-planning model • Conduct a skills inventory of current staff in order to prepare for significant change and/or growth in many service areas
Review and strengthen team structure, processes, and learning	<ul style="list-style-type: none"> • Identify key steps and issues for continued development of our strategic teams to ensure we continue along the path of developing high performance teams
Strengthen and enhance Learning Commons services	<ul style="list-style-type: none"> • Investigate user needs more extensively, in order to guide and prioritize future service development • Create a program review and marketing communications audit and plan for the Learning Commons
Strengthen and standardize assessment practices	<ul style="list-style-type: none"> • Improve our ability to describe, prioritize and assess our work by adopting a standard of assessment across the Library using the “logic model” approach as a core assessment mode • Enhance the value and usability of our assessment activities by developing standards for data collection, maintenance, and communication and interpretation of evaluation results • Increase the effectiveness and objectivity of our work by adopting an evidence-based evaluation and decision-making model

STRATEGIC ENABLER B - *Create a SUSTAINABLE PATH for library FUNDING and RESOURCES*

The Library will look to better align our funding, skills and human and operational resources with the key objectives outlined in this Integrated Plan (IP), and with the mission and strategic directions of the University. Recognizing that the Library is entrusted by the University with the stewardship of many valuable assets (collections, facilities, staffing expertise), we will ensure wise use of those assets by incorporating stated assessment frameworks to guide allocation decisions and measure outcomes. The Library will investigate and pursue a number of budgetary and allocation strategies to effectively and predictably match resources to reach our key objectives.

Responding to the pressures of the fiscal environment in post-secondary education sector, the Library will fundamentally alter its approach to a number of core functions. Within the Information Resources budget, the Library will act as stewards of existing University investments, seeking to ensure the long-term preservation of the University's intellectual output while also anticipating the needs of future generations by striving to sustain purchasing power through prudent management strategies. We will seek out new and non-traditional sources of funding to seed and grow our services for supportive learning and to ensure student success. The Library will provide for a supportive IT infrastructure that is sufficiently agile to adapt to changing user and staff needs and new technological environments, and which creates an environment where users can actively explore and learn about new information technologies and evolving modes of access to intellectual knowledge.

Finally, building on the previous Library IP goal of *fostering a culture of assessment*, our staff will look to the Key Assessment measures with a particular focus on how standard tools (LibQUAL survey, logic models, and user surveys) can be harnessed to improve organizational efficiency and decision making. In keeping with the values identified during the Library's recent organizational renewal initiative, it is the measurable quality of the user's experience of our services which will be the guiding principle and measure around which all Library services will be designed and evaluated.



STRATEGIC ENABLER B - *Create a SUSTAINABLE PATH for Library FUNDING and RESOURCES*

KEY OBJECTIVES	NEW INITIATIVES
Strengthening and stabilizing the Information Resources budget	<ul style="list-style-type: none"> • Develop new strategies to sustain the IR budget and maximize the effectiveness of future budget allocations • Establish a formal policy framework and budget for an Open Access Authors' Fund, in order to provide effective and equitable support for the University's scholarly communications output • Establish base budget lines and a multi-year plan to support collections space management tasks and projects, in order to preserve the University's past investments in scholarly collections and to create space for their future growth.
Revise funding allocation model to enable team-based decision-making model	<ul style="list-style-type: none"> • Investigate internal budget realignment and ongoing review of unit needs to provide greater organizational effectiveness and nimbleness for project funding, training and development and part-time staffing budgets
Seek new modes of external funding	<ul style="list-style-type: none"> • Investigate the need for and requirements necessary to provide for-fee services where appropriate e.g. for external parties who need extensive mapping or survey support
Plan for changing IT needs	<ul style="list-style-type: none"> • Undertake needs assessment of Library staff IT requirements to enable planning, creation, and modification of new and existing IT services • Develop appropriate mobile computing environments for users and staff

CLOSING REMARKS

Stewardship

One of the enduring and steadfast core values of libraries throughout the world and throughout history is that of stewardship. Traditionally, that convention is applied to the stewardship of historical artefacts and rare archival materials and in this regard the University of Guelph Library is no exception. We also hold ourselves out as conscientious stewards of the University's funds. As we move toward our deepened culture of assessment and accountability and evidence-based improvement, we will ensure that the decisions that we take in the coming years are in the best fiscal and academic interest of the university.



The BetterPlanet Project

Our commitment to stewardship along with our Information Resources, Book and Journal Collections and our range of Learning and Curriculum Support services also play a significant role in advancing the University's *BetterPlanet Project*. Our culinary collection along with the original field notes, journals, diaries and equations of leading agricultural scientists and early experimental farmers can today provide a valuable primary resource for modern researchers and scientists in search of new varieties of seeds to supply *Food* for Third World Nations. From our award-winning Supported Learning Groups to our Peer Helper Program employing more than 100 students annually, *Teaching and Learning* plays a central role in the suite of services within Learning and Curriculum Support and our Learning Commons. Great advancements in our understanding of *Health*, the spread of disease and

death rates among Canadians have been advanced by the Library's role in creating a Branch Research Data Centre, where researchers have primary access to Statistics Canada Master files. The Library's Data Resource Centre provides geospatial data and mapping techniques to better visualize and track trends and patterns in our ever-changing *Environment*. Only through a shared understanding of *Community* roles can we reduce conflict and improve quality of life for people everywhere. We create community and foster the exchange of knowledge and ideas across disciplines both through our physical gathering spaces and through our provision of a vast range of information (print and virtual). Part of our role in community-building is in preserving our links to the past. Once again, the Library's Archival and Special Collections meet this need through its careful stewardship of our various Scottish and Theatre Collections, Rural and Agricultural History, Landscape Architecture and other collections.



Accountability and Assessment

This Integrated Plan outlines the various strategic initiatives that the Library plans to fulfill in the coming years. These initiatives were determined through direct engagement with our key stakeholders – the students, faculty and staff of the University of Guelph and the Library. Our success in fulfilling these initiatives will therefore be determined by these same stakeholder groups. In this way, we intend to not only measure ourselves through a culture of assessment and accountability, but we plan to ensure that our Integrated Plan remains a living, relevant document.

The Library will continue to participate in the various collective Library surveys that we have historically engaged with including LibQual, CARL, ARL statistical reporting and others, but we are also actively developing a deep culture of assessment and accountability throughout the Library through the creation of assessment methods (Logic Models) and performance

measures at every level of service we offer. The results of these measures will help us to determine not only what we are doing well and where we need improvements, but it will assist in determining essential changes in resources. This speaks directly to the Provost's presentation to Senate in which she discussed the themes of Assessment and Accountability, Reorganization for Effectiveness and Evidence-based Improvement. The Library's Evaluation and Assessment department is well under way in developing Performance Measures by team, so that we can better understand how well we are servicing the campus community.

We understand that if we are asking the community to provide feedback and input with respect to our services it is equally important that the community understands what we are doing with this information. We will provide regular updates to the community that will demonstrate how we are responding to your input, feedback and recommendations. Transparency is the key to developing a true culture of assessment and accountability – the Library commits to this standard.

APPENDIX A – Library User Surveys (Fall 2011)

The quotes that you see at the beginning of each Strategic Goal were taken directly from the student and faculty surveys that were circulated to assist us in preparing an Integrated Plan that will respond to the needs of our key stakeholders. See below for a brief account of our methodology.

The Methodology

The Library is central to the campus community. Our Goals and Strategic Initiatives must be in line with the Goals and Initiatives of the broader campus community in order to meet its needs effectively and determine additional areas of collaboration. In addition to collecting the recommendations and suggestions of Library personnel, we knew it was essential that we capture the suggestions and recommendations of students and faculty. We developed two separate surveys: one for students and the second for faculty. In an effort to ensure a high return ratio on each, we kept the surveys as brief as possible. As an added incentive for students to complete the survey, we offered the chance to win a Kobo e-reader.

The multi-question student survey was sent as a link to all students via the Student Affairs mass email. It was also posted on the home page of the Library website, ads with the url appeared in the *Ontarion*, and tent cards were distributed throughout the Library at public computing spaces. We received in excess of 500 responses to the student survey. We thank the students of the University of Guelph to assist us in developing this document.

In the case of faculty, including researchers, we narrowed the question to one brief, but compelling question: *What three things would you advise a new Chief Librarian to invest resources in over the next five years?* Each member of the Strategic Planning Committee was then responsible for sending this one question to every faculty member and researcher with which they had a working relationship. We received over 100 completed surveys from faculty and researchers.

We will continue to engage in dialogue with these key stakeholder groups in order to ensure that we meet the expectations and obligations established in this document.

Appendix B – LIBRARY STRATEGIC PLANNING THEMES

14 November 2011

The following six (6) strategic planning themes were developed by the SPC following consultations and input from the Library's core stakeholder groups: students, faculty, staff, and the Library Management Team. The overarching themes are intended to inform and to provide a wider framework for the planning exercises for each Strategic Team which will ultimately feed into a new five year Integrated Plan for the Library.

1) Develop services that are more responsive to increasing diversity in our user populations

It has been acknowledged that our student population is becoming increasingly diverse in terms of language, ethnicity and culture and the campus must change to meet those needs. We also have increasing numbers of distance education and commuter students. The Library will evolve to better match services with the changing needs of our users.

2) Maximize the benefits of our highly-used physical space

The Library must continue to develop a comprehensive strategy to ensure that our building serves a wide diversity of user needs. This strategy should include repurposing and upgrading existing space, as well as expansion considerations. These decisions will be made with the benefit of wayfinding exercises and through dialogue with our user communities.

3) Implement creative strategies for the acquisition, discovery and access of information resources

Information resources continue to be a significant part of our budget and are an important consideration in terms of our users' expectations. We need to ensure that we are acquiring the resources that will have most value, and ensure that our users have easier access to those resources. Considerations include open access content as well as a redesign of the Library website with a focus on improved access to information.

4) Develop a more targeted information technology strategy

Building on the information technology review, the Library needs an information technology strategy that will use our limited resources where they are needed most. Priorities include a greater focus on the interoperability on an increasingly complex array of applications (be they library-specific or enterprise-wide, commercial, open-source or developed internally); ensuring that a reduced staff complement have the tools they need to work more efficiently and independently; and keeping pace with the rapid development of user-technologies.

5) Develop greater collaboration and integration within the organization and across the campus

The Library must develop greater integration of services across Library teams as well as through increased external campus partnerships. The Library can achieve greater efficiency and a higher profile by focusing on goal-oriented collaboration.

6) Build a stronger, more effective organization

We have completed a major organizational renewal process providing us with a new structure and great potential. We need to continue on our path to a high-functioning, integrated whole.

There is a need for balance. We need to maintain a focus on innovation balanced with sustainability awareness. We need organizational agility balanced with organizational stability.

We need leadership with clear vision and direction. We need leadership that is visible and engaged. We need a leadership strategy that develops more responsibility and decision-making throughout the organization.

We need to ensure that our policies and strategies are leading us towards clearly-articulated objectives.

