“PUBLISHING AND FACILITATING ACCESS TO DIGITAL SCIENTIFIC AND TECHNICAL MATERIALS FOR LEARNING, RESEARCH AND INNOVATION AT THE UPC”

digital!

digital!

Fifth Strategic Plan for UPC Libraries
2012-2014
Technology is transforming academic and scientific publishing and the reading and study habits of staff and students to an extent previously unimaginable.
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1. Introduction

UPC libraries have a longstanding commitment to improving the quality of services for the University’s academic community. The University Library was founded with the aim of creating a prestigious network of university libraries to support teaching and research at the UPC, working under a common regulatory framework and offering users a centrally managed range of services and resources. This approach ensures that students have access to books and materials stored at any library and that services are available to the entire UPC community.

Alongside the recent construction and refurbishment of schools and campuses at the UPC, work has also been done to improve existing library installations and facilities and new campus libraries have been built. In terms of materials, it was considered important to create a substantial collection of books to support teaching and to build a substantial collection of quality, high-impact scientific and technical journals covering the specialist knowledge areas of the UPC. In the area of information systems, a fully automated library catalogue was created and the Bibliotècnica digital library was put into service, providing access to thousands of full-text documents. The creation of the Consortium of Academic Libraries of Catalonia (CBUC) in 1996 was a pioneering initiative in the Catalan university system for the management and sharing of resources and has been hugely beneficial for UPC libraries. We can now proudly claim that the much needed improvements to UPC library services have been satisfactorily completed, as demonstrated by figures showing increased use of library facilities and resources.

The higher education sector is facing significant new challenges, including the introduction of new official degree courses and the increasing importance of quality research. In addition, major changes are being brought about by the rapid spread of ICTs. Technology is transforming academic and scientific publishing and the reading and study habits of staff and students to an extent previously unimaginable. Library users increasingly carry a range of devices such as laptops, smart phones and tablet computers with web access, enabling them to access a huge volume of academic information. Learning and research networks, new scientific communication media and social networks are fast becoming the standard channels of communication for the transmission of knowledge between members of the university community. As such, the UPC’s digital collection and the range of accompanying services will grow in importance to become key aspects of our library activities.

In the coming years, UPC libraries must continue to respond to these changes, in particular by adapting installations and facilities to new requirements for group study, by increasing the electronic availability of full-text scientific papers, and by improving services and adapting them to the changing needs of users.
The “DIGITAL!” Strategic Plan for UPC Libraries 2012–2014 is the fifth strategic plan to be drawn up by the University Library. It aims to address and successfully overcome the challenges we face through the careful planning of key areas of action, the importance of which cannot be overstated in the current financial climate. We hope that the 2012–2014 Plan will be implemented with the same commitment and effort that were put into the previous plans, and that it brings the desired results.

Antoni Giró

Rector of the UPC
2. Background

Over the last 20 years, UPC libraries have grown and developed to become quality services providing support for teaching and research at the University.

This period of growth has been marked by a number of significant milestones:

- The creation of the University Library, encompassing 13 libraries located at different UPC sites that work towards common projects and goals under a single regulatory framework.
- The refurbishment and improvement of library installations, including the construction of four campus libraries (the Rector Gabriel Ferratè Library on the North Diagonal Campus, the Terrassa Campus Library, the Baix Llobregat Campus Library and the Manresa Campus Library) and two libraries at UPC schools (the Barcelona School of Architecture and the Vilanova i la Geltrú School of Engineering).
- Automation of resource listings to create the first full UPC library catalogue, which contains over 650,000 books and documents available for loan.
- The creation of Bibliotècnica, the UPC’s digital library, which offers students and research staff access to full-text versions of over 30,000 documents (e-journal titles, e-books, theses, articles, etc.).
- Application of strict professional standards to the management of library services by highly qualified staff.

Since 1991, the objectives and projects of UPC libraries have been outlined in a series of plans, in line with the institutional model of cross-functional strategic plans for university services:

- “Paideia” Strategic Plan for UPC Libraries 2000–2005
- “Aprèn” Strategic Plan for UPC Libraries 2006–2011
“DIGITAL!” Fifth Strategic Plan for UPC Libraries 2012–2014 outlines the specific objectives and actions designed to meet the challenges facing UPC libraries over the coming years:

- Increased digital publishing of academic information.
- Increased use of digital content via ICTs.
- Consolidation of the use of social networks as new communication tools.
- Consolidation of e-learning.
- Adaptation to new reading habits and emerging trends in scientific communication.
- Enhancement of the online visibility and impact of research and innovation.
- Ongoing adaptation of library installations, facilities and services to new requirements for group study and use of ICTs.
- Interoperability of information systems and the potential of cloud computing.
- Internationalisation and inter-library cooperation in the new global university environment.
- Organisation and management of resource quality under severe financial constraints.
3. Mission, vision and values

Mission

UPC libraries are formed by an integrated network of people, information, technology and facilities and make a valuable contribution to the generation, management and dissemination of knowledge at the UPC.

We offer a digital library service that provides access from anywhere on the planet to quality materials, meeting the needs of UPC students, lecturers and researchers.

UPC libraries manage a range of services and provide user-friendly installations and facilities equipped with technological solutions designed to facilitate effective study and research, access to culture and social interaction.

Vision

UPC libraries have a threefold vision:

- To be a key service in the academic life of the UPC.
- To contribute to the introduction of new processes of digital communication and learning.
- To add value to higher education and support the emergence of new ICT-based reading habits.

Values

- Focus on users and commitment to positive change.
- Expertise in the management of scientific information.
- Productivity, quality, efficiency and effectiveness in the management of resources.
- Technological innovation in the use of information systems.
- Cooperation and internationalisation.
- Professionalism, responsibility and institutional loyalty.
4. Objectives

The “DIGITAL!” 2012–2014 Strategic Plan encompasses the following general objectives:

- To support the ongoing improvement of conventional and electronic teaching and research processes at the UPC.
- To promote the digital publication of materials by the UPC’s teaching and research staff.
- To improve library services and increase the portfolio of digital content available via Bibliotècnica and UPCommons.
- To integrate digital services and content into the UPC’s information systems (in particular the ATENEA virtual campus and the DRAC research and academic activity database).
- To increase the UPC’s presence in social networks (Library 2.0).
- To improve installations so that all users have access to comfortable and technologically enhanced learning spaces.
- To reorganise the University Library’s resources to improve management efficiency and effectiveness.
- To integrate the Digital Academic Publications Office-UPC Digital Initiative and the Documentation and Archives Office into the University Library.
5. Areas, actions and indicators

A. The digital library and open access to UPC knowledge

We will improve the Bibliotècnica digital library portal to facilitate access to quality information and innovative services in simple, attractive and personalised learning environments. We will create safe, robust, sustainable systems to promote new ways of accessing and harnessing information from any type of device. We will guarantee the cross-functionality of library information systems with other UPC systems and external information architectures.

We intend to expand and improve the accessibility of UPCommons, the UPC’s open-access portal for scientific output, maintaining its reputation for quality and its place among the foremost open-access repositories in the world. Steps will be taken to promote the use of open-access content among the university community with the aim of raising the impact of our scientific and academic output and guaranteeing its long-term preservation and availability.

Specific actions

1. Simplify access to information and library services in the Bibliotècnica portal and library websites.
2. Promote the UPC Library Catalogue as a key search tool for scientific information.
3. Use ICTs to improve the provision of library services and attract users.
4. Design new services that are accessible from mobile devices and online environments.
5. Improve and add new content to UPCommons, ensure the long-term preservation of digital resources and increase scores in international rankings.
6. Contribute to the UPC OpenCourseWare (UPCOCW) initiative and the video project “UPC subjects à la carte”.
7. Increase the number of UPC doctoral theses uploaded to the TDX digital repository and thus support the dissemination of research carried out at the UPC.
8. Create the “Fem FUTUR, fem recerca” portal for accessing the UPC’s scientific output, to enhance the visibility of the institution and its research.
9. Contribute to the standardisation and publication of the UPC’s scientific output in DRAC and the implementation of bibliometric studies.
10. Raise awareness of open-access publishing among the university community to increase the impact of the UPC’s scientific output.
Key indicators

- Connections to the digital library.
- Number of consultations of the UPC Library Catalogue.
- Number of subjects with associated teaching material stored in the UPC OpenCourseWare repository.
- Number of documents available via UPCommons.
- Number of UPC doctoral theses stored in the TDX digital repository.
- Number of CVs of teaching and research staff available in DRAC, with links to full-text copies of their scientific output.
- Presence and impact in social networks.
- Number of actions taken to disseminate open access.
- Number of innovation initiatives for library services.
B. Library collections, services and facilities

We will analyse the use of each collection and adapt resources to the demands of the current economic situation. We will define a sustainable policy for the digitisation and preservation of the UPC’s unique collections and announce cooperative storage and maintenance strategies to lower costs.

We will establish a cooperative framework with teaching staff and students to identify information-seeking habits and optimise the integration of library resources and services into their communicative and learning environments.

We will strive to enhance the academic activities of our users and convert UPC libraries into the most user-friendly and frequently visited spaces of the university campuses. We will continue to adapt installations and facilities to the needs and expectations of the university community, facilitating creation, experimentation, learning, collaborative work and critical reflection in a technologically advanced environment. We will strengthen the role of UPC libraries as cultural installations open to the entire university community, supporting and participating in cultural initiatives organised on each campus.

Specific actions

11. Adapt specific collections for bachelor’s degree courses to make them more attractive to users.
12. Adapt specific collections for research areas to make them more attractive to users.
13. Transfer low-use collections to the GEPA cooperative repository of the CBUC to increase the availability of study space at UPC libraries.
14. Promote digital collections and services for learning environments and ensure they can be accessed from ATENEA and teaching intranets.
15. Promote the use of interuniversity and other collections as a complement to the UPC’s bibliographic collections.
16. Integrate library services and materials into social networks to increase their presence in users’ communication channels.
17. Analyse users’ information-seeking habits to ensure resources are tailored to their needs.
18. Personalise the range of resources and services on offer to make them more attractive to users.
19. Help students to acquire the generic competency “Competent use of scientific information” as a foundation for developing transversal competencies.
20. Provide support services for all stages of the research life cycle.
21. Ensure library opening hours satisfy user requirements as well as financial constraints.
22. Refurbish library facilities to increase the number of available work spaces and group study areas.
23. Support the creation of individual campus libraries to extend the UPC library network.
Key indicators

- Number of document loans.
- Number of equipment loans and reservations of study areas and other library spaces.
- Number of visitors to UPC libraries.
- Number of consultations of digital collections.
- Linear metres of documents transferred to the GEPA cooperative repository.
- Number of actions designed to support acquisition of the generic competency “Competent use of scientific information”.
- Number of refurbishment projects for installations, facilities and equipment.
C. Organisation and management

We will develop an organisation system based on knowledge, expertise and flexibility, to ensure effectiveness in a changing and financially constrained educational environment. We will continue to promote the acquisition of technical, communication and management skills and are committed to exchanging experiences and best practices with national and international partners.

The user-driven culture and the concern for quality management will continue to be the mainstays of our organisational structure, hence the importance of efficiency, both as a means of bringing library activities into line with UPC priorities and for guaranteeing greater effectiveness in the use of resources. We will be accountable for our actions to demonstrate the importance of investment in libraries for achieving the UPC’s teaching and research objectives.

Areas of action

24. Implementation of a new organisational model to bring the actions of the University Library into line with the UPC’s institutional priorities.
25. Improvement of staff expertise, focusing particularly on the area of ICTs and digital information.
26. Centralisation of acquisitions and cataloguing, to streamline internal processes.
27. Improvement of budget management and execution to comply with efficiency criteria.
28. Application to and participation in national and international patronage and sponsorship projects to secure additional funding.
29. Involvement in cooperation agreements and internationalisation initiatives with other libraries, including the Consortium of Academic Libraries of Catalonia (CBUC), the Spanish Academic Libraries Network (REBIUN) and the Association of European Research Libraries (LIBER), for shared use of resources and services and the dissemination of new practices for the benefit of the UPC community.
30. Adoption and active promotion of a culture of sustainability and energy saving to lower costs and reduce the ecological footprint of UPC libraries.

Key indicators

- Total hours of training per staff member.
- Percentage achievement of annual objectives.
- Degree of satisfaction of library users.
- Number of acquisitions and new items managed by central library services.
- Total external funding.
- Number of cooperation projects and agreements.
- Number of applications for competitive funding.
- Total savings generated by actions to reduce energy consumption.
* These 30 areas of action will be accompanied by parallel actions outlined in the “Publica Digital!” Work Plan by the Digital Academic Publications Office-UPC Digital Initiative, and annual initiatives of the Documentation and Archives Office.
6. Monitoring and distribution of results

- The technical services and libraries will define specific working objectives for each unit/library on an annual basis and determine the corresponding quantitative and qualitative indicators.
- The development of the “DIGITAL!” 2012–2014 Strategic Plan will be monitored continually and discussed at periodic meetings between the heads of UPC libraries and units.
- Progress towards strategic objectives will be recorded in annual reports.
- Information on the implementation and status of the areas of action outlined in this plan will be available for consultation on the University Library’s intranet.

(The drafting of this document was open to the participation of all staff members at the University Library, who contributed to preliminary discussions and to the general definition of the strategy outlined herein. We are particularly grateful to the Planning, Assessment and Quality Bureau for methodological advice and support during the drafting of this plan.)
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