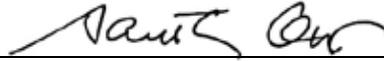


SUBJECT	ACADEMIC PRESENTATION – UBC LIBRARY STRATEGIC FRAMEWORK
MEETING DATE	DECEMBER 5, 2019

Forwarded on the Recommendation of the President

**APPROVED FOR
SUBMISSION**



Santa J. Ono, President and Vice-Chancellor

Received by the Learning & Research Committee FOR INFORMATION

Report Date	November 1, 2019
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Presented By Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver
Dr. Susan E. Parker, University Librarian, UBC Library

EXECUTIVE SUMMARY

The University of British Columbia Library's Strategic Framework will guide the future work and strategic direction for the library, in alignment with the UBC strategic plan, *Shaping UBC's Next Century*.

The framework identifies the library's strategic direction, its vision and values, and the core elements and commitments that will ensure our success. It is a blueprint of what we want to achieve and how we plan to achieve it. The framework aims to keep our users' needs at the heart of our decision-making processes, ensuring that we are supporting students, researchers, faculty and community members in their work.

To build the framework, we engaged in fulsome consultation with employees across the library, gathering stakeholder feedback through many in-person sessions, an online survey, and consultation with faculty and students outside the library. At its core, the framework is a highly collaborative effort, created through a transparent process to develop our shared goals and values.

The Library's Strategic Framework allows for flexibility to adapt to changing global trends, policies, and library user needs over time and enables us to align our goals and priorities with those of the University as whole in the new UBC strategic plan.

View the Library Strategic Framework: <https://about.library.ubc.ca/about-us/strategic-framework/>

Attachments

1. Overview of UBC Library System

OVERVIEW OF UBC LIBRARY SYSTEM

The UBC Library is the second largest research library system in Canada and has more than 20 branches and divisions, including on- and off- campus locations, and the UBC Okanagan Library. Nearly 250 full-time equivalent employees – librarians, management and professional staff, and support staff – and a temporary hourly staff complement of over 100 students work in the UBC Library system. UBC Library participates in the broader research library community as a member of both the Canadian Association of Research Libraries and the Association of Research Libraries and serves the entire UBC campus community including faculty, students, staff, and campus community members.

Collections overview

Collections, both physical and digital, are at the core of the Library's mission and are vital to furthering excellence in research, learning, and teaching at UBC. UBC Library continues to build digital and physical collections while maintaining existing resources and providing powerful tools for online discovery.

- 2.8M total e-books
- 7.4M e-journal article downloads (in 2018)
- 5.5M total physical items
- 3.4M e-book downloads
- 89 article downloads per student, faculty and staff member
- 41 e-book downloads per student, faculty and staff member

**FY 2018/19, except e-journal downloads*

***Includes UBC Okanagan Library*

Association of Research Libraries (ARL) Investment Index Ranking

The Association of Research Libraries is a membership organization of libraries and archives in major public and private universities, federal government agencies, and large public institutions in Canada and the US.

Association of Research Libraries (ARL) Investment Index Ranking 2017/18:

- 33rd across all ARL
- 3rd in Canada (after UofT and UofA)

**Includes UBC Okanagan Library*



Library Spaces

Library space can play a pivotal role in engaging students and UBC Library strives to leverage its campus footprint to support student success. Well-designed and skillfully programmed library spaces can facilitate interdisciplinary learning; elevate learning and scholarship; and build community to transform the campus learning experience.

In our 13 physical locations in Vancouver and three in the Okanagan, the library provides group and silent study spaces, technology enabled spaces and workshop and presentation rooms to meet the various needs of UBC scholars.

2018 seat count report data:

- 1,567 seats for group study (group table/desk plus group meeting rooms)
- 2,048 seats for individual study (table plus carrels)
- 604 seats for technology (computer terminals + computer lab spaces)

New seats added since 2018:

- Chapman Learning Commons: 15
- Koerner Library: 120 (within the Research Commons on levels 4 and 5)
- Woodward Library: 14 new seats will be added in November 2019
- UBCO Commons: 350 informal study spaces, 33 bookable study rooms

The Asian Library's seat count is expected to increase when renovations are completed in early 2020. Exact numbers are to be determined.

**Includes UBC Okanagan Library*

UBC Vancouver Library Strategic Framework

The University of British Columbia Library's Strategic Framework will guide the future work and strategic direction for the library, in alignment with the UBC Strategic Plan.

The framework identifies the library's strategic direction, its vision and values, and the core elements and commitments that will ensure our success. It is a blueprint of what we want to achieve and how we plan to achieve it.

View the Strategic Framework: library.ubc.ca/strategic-framework

UBC Vancouver Budget - 2018/19

Statement of Revenue & Expenditures

Vancouver campus

Fiscal year April 1, 2018 - March 31, 2019.

	SALARIES	BENEFITS	COLLECTIONS	OTHER	TOTAL	REVENUE	SURPLUS/ DEFICIT
GPOF*	17,177,293	3,356,974	16,409,206	3,649,670	40,593,143	41,435,070	841,927
<i>Non-GPOF:</i>							
Fee for Service	0	0	0	0	0	0	0
Specific Purpose Fund	133,757	20,793	6,138	7,633	168,322	539,297	370,975
Endowment	77,718	10,953	393,651	8,041	490,363	692,986	202,623
Sponsored Research	40,965	9,285	0	266	50,516	112,347	61,831
Total expenditures	17,429,733	3,398,005	16,808,995	3,665,611	41,302,344	42,779,699	1,477,356

* General purpose operating funds

LIBRARY EXPENDITURES

41%
Collections

42%
Salaries

8%
Benefits

9%
Other





UBC Library Strategic Framework

November 26, 2019

Dr. Susan E. Parker, University Librarian



Introduction and summary



The Library Strategic Framework:

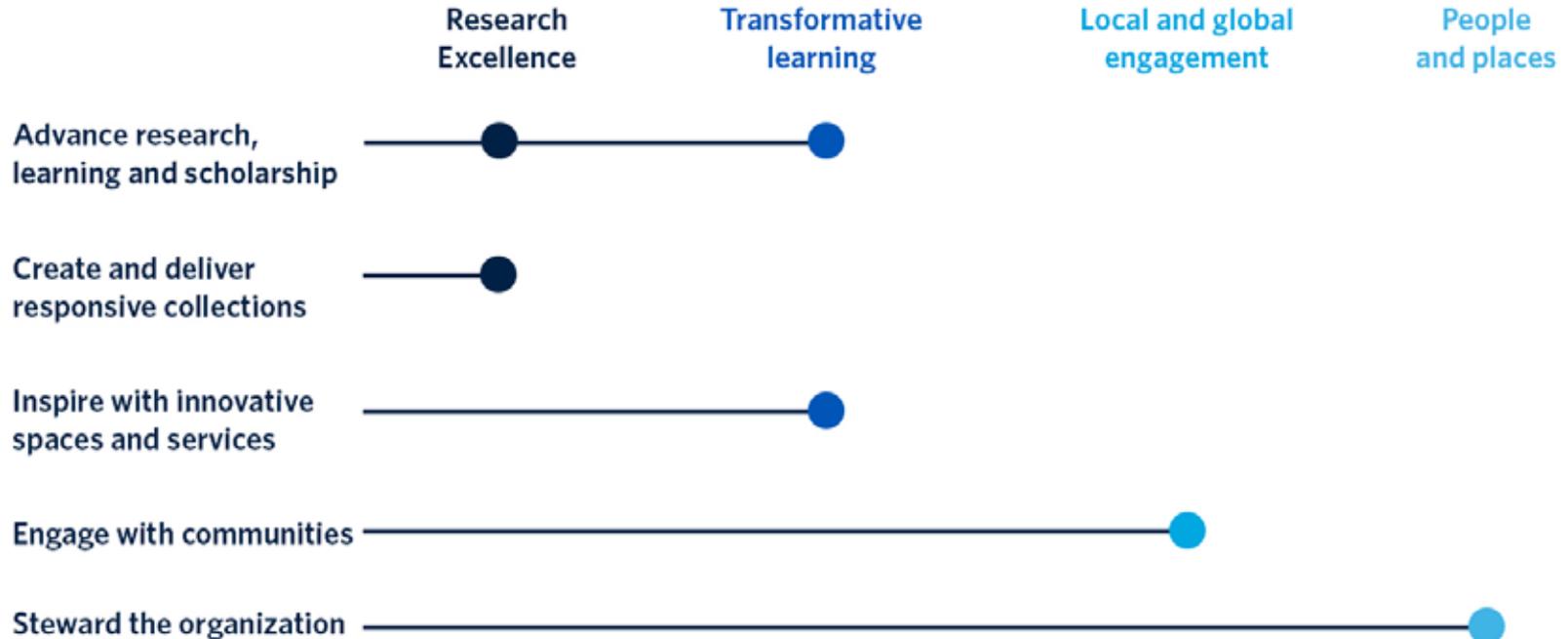
- Five strategic directions aligned to UBC's Strategic Plan
- Framework launched in June 2019
- Implementation planning process launched September 2019

Strategic plan alignment



UBC Strat Plan - Core Areas/ Strategies

Library Framework - Strategic Directions



Projects aligned with strategic directions



Advance
research, learning
and scholarship



Create and
deliver responsive
collections



Inspire with
innovative spaces
and services



Engage with
communities



Steward the
organization



UBC Library SWOT



Strengths: Indigenous focus; student wellness and academic support

Weaknesses: Declining revenue streams; organizational structure

Opportunities: Indigenous; superclusters

Threats: Funding model; compliance upgrades

Positioning



Library is an integral part of the **UBC** research infrastructure:

- Strategic distribution of efforts and funds
- Suite of academic services for researchers
- Risk reduction and knowledge transfer
- Uniquely skilled experts for UBC students, faculty and researchers

Priorities



- Implementation of the Library Strategic Framework
- Focus on Research Data Management, other scholarly products: Open Access; Syllabus Service; Copyright; Research Commons
- Incorporate Indigenous perspectives

Contact



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View the full Strategic Framework:

library.ubc.ca/strategic-framework



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