

A photograph of a modern, multi-level atrium. The space features wooden slat ceilings, glass railings, and large windows. In the foreground, a person is sitting at a desk with a laptop. The overall atmosphere is bright and open.

Re:DEFINING

UVIC LIBRARIES STRATEGIC DIRECTIONS

University libraries, like their parent institutions, are living in a new reality in which social, political, economic and educational structures are redefined and reshaped by technology and globalization. The library must be multifaceted and nimble in this fluid environment. Established methods of working have been eroded and continue to erode – opening up new and hitherto unimagined spaces for the library within disciplines, across disciplines and beyond traditional boundaries. The library must go beyond its four walls, operate outside of its local and traditional environments, to fully align itself with the lifecycle of teaching, research and learning that drives the university.

UVIC LIBRARIES | **Strategic Directions**

It is a challenging and exciting time that holds great promise for the libraries and institutions that navigate the eddies, shoals and currents of the river of digital information. Conversely, it is a time of significant upheaval and dissonance for the libraries and institutions that have not actively engaged with these new challenges – be they technological, financial, philosophical, intellectual or structural.

We take to heart our university priorities: ensuring that faculty, staff and students excel; building meaningful communities; focusing on quality; ensuring resources are optimized; and, valuing the physical and virtual spaces that expand learning and research opportunities. Our strategic focuses on learning, research and community are intertwined, and based on the University of Victoria's integrated approach to research-intensive learning.

As we navigate the 21st century landscape, we find that the library is ever more integrated into new types of direct involvement in the research and learning process. Any understanding of the quality associated with the learning and research experience must include an awareness of the critical, foundational role played by the library in

creating rich, meaningful academic experiences. We are successful navigators because we are an engaged organization focused on the needs of our stakeholders. Libraries are on the cusp of a new golden age in which we will have a profound and fundamental impact on the success of our faculty and students, and on the vibrancy of our campus and community.

To have faith in this course we travel, we have faith in ourselves. We view things holistically, with a shared vision, a community of purpose based on continuous assessment, ensuring our goals and outcomes are aligned with the university. Collaboration trumps competition in our organization. We celebrate our diversity of thought and opinion, yet realize that there is a strength whose qualities are enhanced, solidified and made enduring by a unifying vision – that we are our best through close cooperation, negotiation, compromise and collaboration involving all stakeholders – librarians, archivists, support staff, faculty, students, administrators and community members. Our role is to be the foundation that helps bind our university together and facilitates the success of all who pass through our physical and virtual doors.

Re:DEFINING

LEARNING

integrating the new reality
of 21st century education

The University of Victoria strategic plan affirms the fundamental benefits of a liberal education: the acquisition of knowledge, the development of good judgment, communication skills, critical thinking, quantitative analysis, civic engagement and global citizenship. The pathways to these core competencies are becoming ever more complex and diverse in the 21st century. The library is committed to addressing the learning objectives of the university in the following ways:

Work with stakeholders to ensure all UVic students achieve digital information fluency to thrive in the 21st century university, workforce and society

- The library will provide differentiated teaching in research and critical thinking skills needed to navigate complex, information-rich environments
- Librarians will partner with faculty and other stakeholders to embed digital information fluencies within the curriculum
- Using a variety of assessment tools and data analyses, the library will evaluate the quality and success of our learning programs

Create quality learning environments essential to the success of our students

- The library's physical spaces help to "de-silo" the university and facilitate intellectual collisions within and across disciplines. The library will infuse the "Learning Commons" concept across all spaces and create reconfigurable, technology-rich, collaborative experiences that enhance dialogue and cross-disciplinary engagement
- The virtual experience of the library will be integrated, seamless, personalized and intuitive. Library staff will be as present in the virtual spaces of the library as they are in the physical spaces
- The library will create experiential learning opportunities for students

Re:DEFINING RESEARCH

pathways to excellence

The University of Victoria strives for research excellence and is an internationally recognized research-intensive institution. The library will integrate with and strengthen university research priorities in the following ways:

Create, steward and navigate interdisciplinary, collaborative research environments to bring together content and technology with faculty, student, staff and community expertise to enable knowledge creation and extraordinary integration of research

- Pursue external partnerships to collaborate on creating computationally-rich, linguistic and relational multimedia research platforms to facilitate faculty and graduate student research
- Leverage library virtual and physical facilities to support interdisciplinary faculty and graduate student research
- Use assessment tools and data to provide ROI and other forms of quality analyses

Develop the necessary digital research fluencies in order to build relationships and work on cross-disciplinary research teams with faculty and graduate students

- Create opportunities for faculty, student and staff collaborations, partnerships and grant-funded projects
- Provide training and exchange opportunities to enhance staff expertise in emerging research areas

Mobilize UVic research

- Build a robust program to highlight and address critical information policy and scholarly communication issues that impact faculty and graduate student research, including open access, copyright, and intellectual property rights
- Provide concrete avenues to surface and disseminate UVic research

Re:DEFINING COMMUNITY

transformative experiences

The University of Victoria is an essential, integrated part of the intellectual, economic, cultural and social life of the broader community. Within this context the library has a foundational place in the university's role of helping people live well in the 21st century. Our openness to the broader community and our partnerships enrich the library and campus and provide meaningful experiences that are the foundation of a well-rounded university education. The key elements of the library's strategic community directions are:

Communications

- Develop a communication strategy and assessment tools that highlight our strengths and programs
- Create awareness of the important contributions we are making and areas in which we are providing leadership
- Develop new methods to enhance community members' knowledge of and ability to participate in library activities and events, and to discover the extensive resources available
- Broaden our digital community contact and outreach

Partnerships, collaborations and library spaces

- Build strategic collaborations and partnerships with social, cultural, educational and business institutions to promote civic and social engagement, and support UVic innovation and entrepreneurial activities
- Geography is destiny, both virtually and physically, and the library embraces its position at the heart of the university, as a space that not only provides a sense of place but also creates inspirational experiences that lead to new discoveries

Our workplace

- Promote a healthy organizational culture in which we are engaging with one another and our work to leverage and grow staff potential; enhance leadership skills; and, strengthen collaboration
- Empower staff to be innovative and entrepreneurial by promoting a learning and research environment in which strategic risk-taking is valued and successes are recognized

Re:DEFINING LEARNING

Re:DEFINING RESEARCH

Re:DEFINING COMMUNITY

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University
of Victoria

Libraries