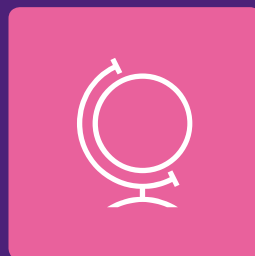
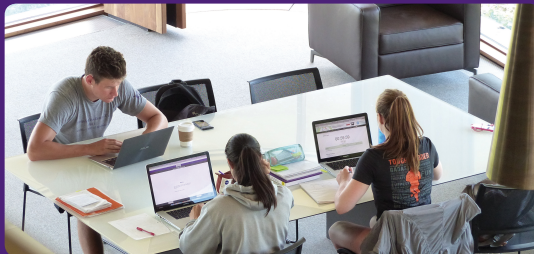


ENGAGE. EMPOWER. EXCEL.



2015 - 2020
STRATEGIC PLAN

MESSAGE FROM CATHERINE

I am very pleased to share Western Libraries' new Strategic Plan with you. The plan builds upon Western Libraries' key areas of strength: our people, our dedication to service and to the core mission of the University, as well as our rich and diverse world-class research collections. These are the very strengths that drew me to Western University as Vice-Provost & Chief Librarian one year ago.

I would like to personally thank each member of our community who participated in the development of this plan. Staff, students, faculty, and community partners took advantage of the many engagement activities and opportunities for input to our planning process. Your contributions were thoughtful, provocative, informative and constructive. You made it clear that you have high expectations for Western Libraries and our contribution to student success and research outcomes now and into the future. You see engagement, collaboration, and innovation as critical elements of our continued success.

Together, through the creation of this strategic plan, we have identified core strategies for Western Libraries to accelerate excellence in research, teaching, and scholarship at Western University over the next five years. These strategies embrace the transformations occurring in higher education, research, and scholarly communication which impact our work, and demonstrate our commitment to build and strengthen our existing capacity, and to evolve our services and practices in the digital age. They encourage us to engage in new ways, to empower our community, and to excel where it matters most.



The Strategic Plan represents our overarching aspirations in the achievement of our Mission and Vision. It will guide us in the identification of priorities and strategic initiatives and inform Western Libraries' annual operational planning processes. The plan will be brought to life over the course of the coming five years, adapting to changing circumstances and opportunities that arise.

As we embark on this next phase of Western Libraries' journey, I encourage you to continue the conversation and to share your ideas about how we can best realize our strategies and achieve our outcomes. As we have done so well in the past, we must continue to work together to forge new ground and to secure a bright and exciting collective future. Please join us as we journey to 2020.

Sincerely,

Vice-Provost and Chief Librarian
Western University



ENGAGE. EMPOWER. EXCEL.

Western Libraries has been bringing people and information together as a key partner in the academic enterprise at Western since 1901. It has been our responsibility and is our privilege to cultivate knowledge creation and contribute to excellence in teaching, research, and scholarship at Western. In order to continue this important work, the activities we engage in and the capacities we build must continually evolve.

Accordingly, we launched our strategic planning initiative, FLIP: Future Library in Progress, in February 2015. Designed to engage and inspire our key stakeholders – Western's students, faculty, researchers, and staff, as well as our partners across campus and in the broader London community – we challenged our user community and ourselves to think boldly about the future and to chart a course for Western Libraries that would propel us forward through 2015 and beyond.

With the University's new Strategic Plan, **Achieving Excellence on the World Stage**, to serve as our guide, we reached out and engaged with over 3,000 members of our user community. We listened, learned, and reflected a great deal about our current state and about what the people we support and work alongside need and expect from us. We also challenged some of the perceptions that exist about the nature of our work and our prospective contributions to the University's core missions of teaching and research. Borne out of these engagements, a new Vision for Western Libraries was conceived, along with ambitious strategic directions that will guide us over the next five years to realize our potential and make an even greater difference in the work and lives of the people we serve.



My service at Western extended over some 44 years. Weldon--and, in particular, the staff at Weldon--not only made everything easier. They were indispensable to everything I achieved. And Weldon and its people remain indispensable to our students, in particular.

(Faculty Member)



“

I can't even imagine what my studying experience at Western as a music student would have been like if we didn't have a music library. It has had an extremely positive impact on my time at Western as an undergraduate student.

(Graduate Student)

OUR STRATEGIC PLANNING PROCESS

STRATEGIC PLANNING METHODOLOGY

Western Libraries applied the Balanced Scorecard (BSC) methodology to create this Strategic Plan. The methodology charts the organization across four Strategic Pillars and enables us to make fundamental decisions about our Vision, Mission, and strategic priorities for the next five years. Going forward, it positions us to translate strategy into action and will allow us to measure our performance and results.

A Strategy Map forms the foundation of the BSC approach and communicates our strategic directions in a single diagram that maps our Vision, Mission, and Values across the four Strategic Pillars.

To build Western Libraries' Strategy Map, we reflected on **five key questions**:

04 PILLAR #3: ORGANIZATIONAL CAPACITY

In order for us to excel in these areas, what capacity do we need, specifically linked to organizational culture, staff, technology, and infrastructure?

05 PILLAR #4: SUSTAINABILITY

And finally, to build and sustain this capacity, what resources do we need and how will we utilize these resources to sustain Western Libraries?

03 PILLAR #2: STRATEGIES OF EXCELLENCE

To achieve these outcomes, what processes and practices must we excel at?

01 MISSION AND VISION

What is our Mission and Vision for the next five years?

02 PILLAR #1: STRATEGIC STAKEHOLDER OUTCOMES

To achieve our Mission and Vision, what outcomes must we achieve for the communities we serve?



The answers to these questions shape our Strategy Map, which is in essence the blueprint for Western Libraries' 2015-2020 Strategic Plan.

GUIDING PRINCIPLES FOR STRATEGIC PLANNING

Throughout our strategic planning process, we were guided by the following principles:



- 1 Our Strategic Plan must be developed from the needs and expectations of our user community.
- 2 Our Strategic Plan must reflect the complex and changing landscape in which we operate.
- 3 Our planning process must be collaborative and engaging.
- 4 Our process must be trust-based and transparent.
- 5 Our process must challenge the status quo.

To honour these principles, we grounded our planning in continuous learning and ongoing consultation and engagement. Guiding the process was a Steering Committee comprised of eight Western Libraries staff representing a cross-section of the organization. The Steering Committee identified and defined the community engagement processes, reviewed and reflected on the data gathered, and used the information collected to create the Strategy Map.

STEERING COMMITTEE MEMBERS

Catherine Steeves (Chair)
Melanie Mills (Project Manager)
Kim Cornell
Fran Gray
Roxanne Isard

Debbie Meert-Willison
Nicole Nolan
Joanne Paterson
Marisa Surmacz

Anne Becker (Consultant, Pathways Consulting Group Inc.)



The libraries and seminars on research strategies are amazing and have helped me to be more efficient and smarter with how I work.

(Graduate Student)

STRATEGIC PLANNING PHASES

Our strategic planning process encompassed three primary phases: Stakeholder Engagement, an Environmental Scan, and finally, Data Analysis and Decision Making.

PHASE: STAKEHOLDER ENGAGEMENT
01 February – April 2015

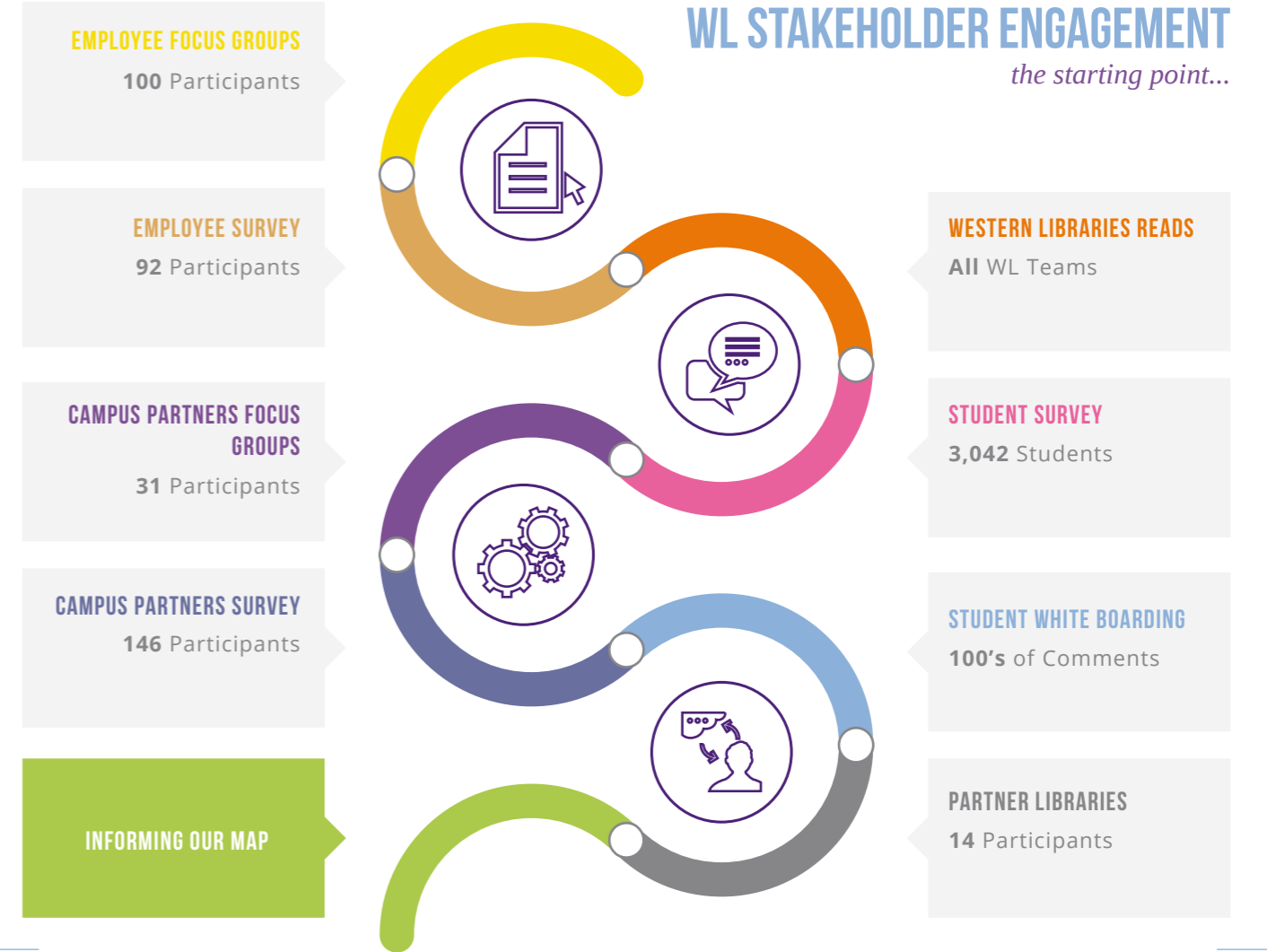
- ACTIVITIES**
- Western Libraries Staff**
- Strategic Planning Initiative Launch Event
 - Focus Groups
 - Staff Survey
 - Western Libraries' READS Initiative
 - Regular and Ongoing Internal Communications
- Western Students**
- Undergraduate and Graduate Student Surveys
 - On-site White-Boarding (i.e., Brainstorming) Sessions
- Faculty and Campus Partners**
- Faculty Survey
 - Targeted Focus Groups:
 - Research
 - Teaching and Learning
 - Archival & Research Collections
- Community Partners**
- Strategic discussions with leaders of Affiliate University Colleges Libraries (Brescia, Huron, and King's), the London Public Library, Fanshawe College Library & Media Services, and libraries serving hospitals in South-Western Ontario

PHASE: ENVIRONMENTAL SCAN
02 February – April 2015

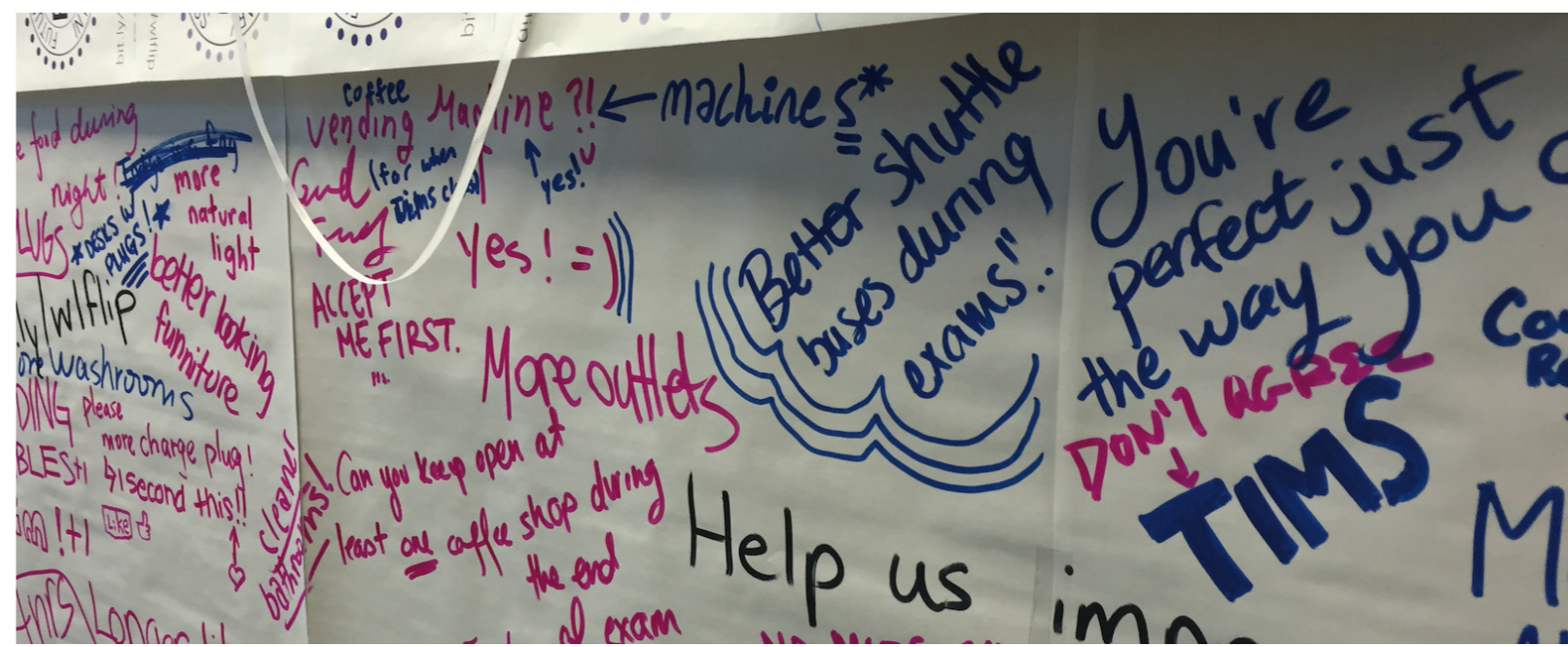
- ACTIVITIES**
- We then combined the information we gathered from our various engagement activities with information gleaned from other sources to identify our key strengths, limitations, opportunities, and threats.
- Documents consulted in this phase included:**
- Western University's Strategic Plan: Achieving Excellence on the World Stage
 - Research reports and articles from the Association of Research Libraries (ARL), the International Association of University Libraries, and the Association of College and Research Libraries (ACRL)
 - LibQUAL survey results
 - Best practices reviews
 - Western Libraries internal reports

PHASE: DATA ANALYSIS & DECISION MAKING
03 March – April 2015

- ACTIVITIES**
- Using the findings from our stakeholder engagement activities and environmental scan, we crafted Western Libraries' Vision, Mission and strategic directions for 2015 - 2020.



From the information we gathered during our stakeholder engagement activities and as a result of our needs assessment efforts, we identified our strengths and areas of opportunity for development. We also uncovered several critical forces of change in our internal and external environments that underline the importance of creating a comprehensive strategic framework for Western Libraries. The following is a review of these key strengths and strategic influences.



Student Engagement Activity: Tell Us How To Improve

CELEBRATING OUR STRENGTHS



Dedicated Staff

What makes us distinct is the dedication of our Staff. Western Libraries is comprised of over 150 passionate individuals who bring a diverse range of knowledge, skills, experiences, and perspectives to their work and to the organization. It is this institutional knowledge, as a collective, which serves as the foundation upon which Western Libraries provides high-quality services and resources to the University community.



Quality Service

We make a difference in the lives of the people we serve and partner with. Whether through the provision of public service and consultations (for example, helping students develop their academic literacy and research skills through one-on-one research consultations or by working with faculty in course and assignment design and delivery), or as a trusted partner on a research project, we are here to help. In doing so, we make meaningful and lasting contributions to the University's teaching and research missions.



World-Class Collections

Western Libraries' archival and research collections are rich and robust, offering an array of research materials in a diversity of formats that directly support our students, faculty, and researchers. We select, acquire or provide access to, curate, and preserve the information resources required by Western's communities of scholars, educators, students, and practitioners to do their work and to do it well.



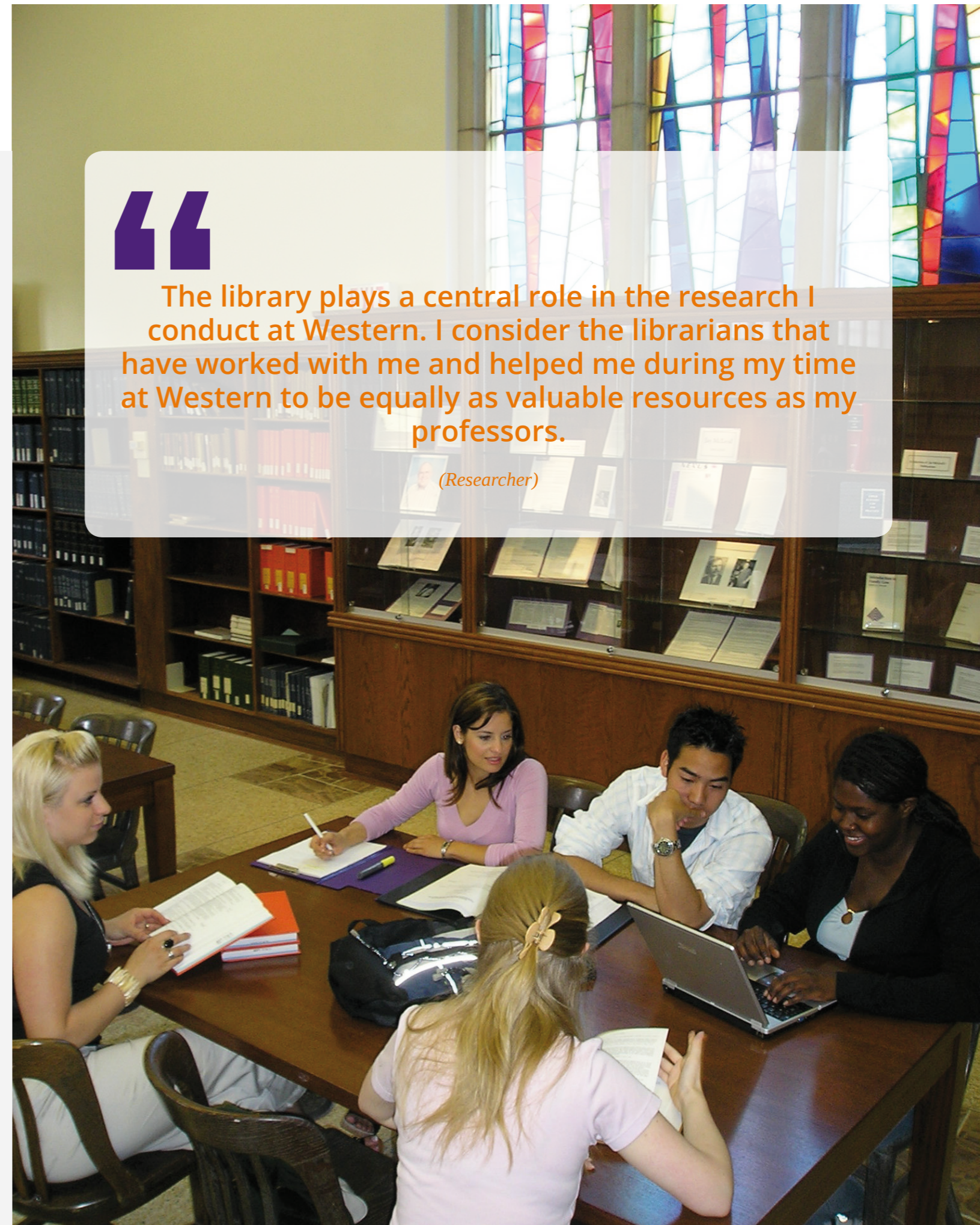
Connections and Communities

Western Libraries and indeed the University community at large, derives great benefit from the diverse collaborative networks to which we belong. Our partnerships with colleagues in academic departments, libraries, institutions of higher education and the public sector at large, both within and beyond London allow us to create and share opportunities, to collaborate and to learn, and ultimately to work together.



Library as Place and Space

Western Libraries is a destination of choice on campus, physically and virtually. Tens-of-thousands of students, faculty, researchers, and staff visit us each day. And while the library has long been a place to study and to congregate on campus, it is also where the University's Mission comes to life: where knowledge is created, disseminated, and applied for the benefit of society. As a neutral space and place for members of the campus community to conduct research, collaborate, create and share knowledge, Western Libraries facilitates the bringing together of otherwise disparate people, resources, ideas, and initiatives across the disciplines. Over the years, we have continued to evolve our physical and digital spaces in response to the changing needs and demands of our user community. We remain committed to continuing this work through the creation of physical and virtual environments that enrich learning, cultivate research, and foster collaboration.



The library plays a central role in the research I conduct at Western. I consider the librarians that have worked with me and helped me during my time at Western to be equally as valuable resources as my professors.

(Researcher)

STRATEGIC INFLUENCES



Evolving Landscape of Higher Education and Research

The traditional ways that teaching, learning, and research occur in institutions of higher education continue to evolve, largely as a result of the powerful influences of the Internet and digital technologies. Examples include: the growth of online education, globalization of higher education, developments in e-learning, new digital research and publication methods, and big data. Western Libraries has the potential to add significant value in these domains.



Scholarly Communication and Shifting Publishing Models

Rapid technological innovation has also transformed scholarly communication and methods of knowledge sharing and research dissemination, including publishing practices. As the pace of change quickens, Western Libraries must play a leadership role in promoting and enabling sustainable models of scholarly communication to advance the creation, dissemination, and application of knowledge.

STRATEGIC INFLUENCES



Context of Increasing Accountability and Fiscal Constraint

Western Libraries must continue to evolve and to innovate within the context of a constrained funding environment, just as other academic and service units on our campus and across the province must. It is vital that we align with and directly contribute to the institutional goals and outcomes of our University. To obtain the resources we need to support student success and research productivity, we will need to continually demonstrate how our work positively impacts the Western community.



Rapid Advancement in Information and Communication Technology

The pace and magnitude of change that regularly occurs in the realm of technology triggers ongoing and significant shifts in library users' interactions with information and their expectations about how they can and should be able to discover, manage, and apply information. In response, Western Libraries must identify the optimum ways to weave technologies into the user experience, be that through the provision of research collections, public services, teaching and learning services, or library processes.



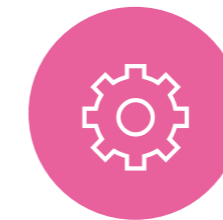
21st Century Literacies

Education environments are more complex and intense than ever before, with new forms of literacy emerging to address the skills required to access, develop, analyze, and share information in the 21st Century. Accordingly, the need to integrate critical literacies (e.g., data literacy, digital literacy, information literacy, etc.) into post-secondary curriculum becomes more urgent in order to prepare students to be informed global citizens who are prepared to serve the public good. Western Libraries must continue to work with instructional staff and teaching faculty to help students build capacity and develop the skills that will enable them to make meaningful contributions to society using an ever-widening array of information, tools, and technologies. (See Appendix Two for a definition of 21st Century Literacies)



Growth of Open Content in the Digital Age

The 'Open' movements, including open access, open data, and open education, are disruptive forces that have significant implications for higher education and research. Open models for the creation, dissemination, curation, and stewardship of information resources, research data, and scholarship are growing exponentially, a trend, which presents both opportunities and challenges for academic libraries. Shifts in how we engage in traditional library work (e.g. collection development, information literacy programming, and the provision of public service) and new roles need to be considered. Our service models and capacity to support students, faculty, researchers, and teachers in an increasingly open information environment must evolve.



Shifting Workforce

Just under half of Western Libraries current workforce is over the age of 55. The depth and breadth of knowledge, experience, and expertise that have contributed to our long-held and much acclaimed reputation as a top research library in Canada is largely a result of the very staff who are poised to retire in the coming decade. It will be critical to carefully manage the transfer of knowledge and of skills during the coming period of transition, while continuing to develop our capacity to deliver services to meet emerging demands.



Greater User Choice and Mobility

In today's connected world, there is significant competition for the time and attention of students, faculty, researchers, and staff. Exacerbating this trend is the myriad of choices members of our user community have to discover and access information, scholarly or otherwise. As such, it is crucial for Western Libraries to understand the changing needs of its user community. We need to design and deliver meaningful library services and experiences that result in our users acquiring the skills and adopting the dispositions requisite for lifelong learning. (See Appendix Two)



A huge factor in accepting my PhD offer [at Western] was the Library. [The staff are] excellent and resources are current.

(PhD Student)



CRITICAL SUCCESS FACTORS

During the first two phases of our strategic planning process (i.e., stakeholder engagement and environmental scan), eight factors consistently emerged as critical to our success in the coming five years.

- 1 PLACE OUR CENTRAL FOCUS ON USER NEEDS AND DELIVER POSITIVE LEARNING, SERVICE AND RESEARCH EXPERIENCES TO THE PEOPLE WE SUPPORT AND PARTNER WITH.
- 2 ENSURE STAFF MEMBERS HAVE THE NECESSARY SKILLS, TRAINING, AND SUPPORT THEY NEED TO SUCCESSFULLY FULFILL THEIR RESPONSIBILITIES AND ACHIEVE THEIR POTENTIAL.
- 3 BE INNOVATIVE AND TAKE RISKS.
- 4 CHAMPION DIGITIZATION, OPEN ACCESS, AND SCHOLARLY COMMUNICATION AT WESTERN UNIVERSITY.
- 5 INFUSE LIBRARY AND INFORMATION RESOURCES AND SERVICES INTO THE TEACHING, LEARNING, RESEARCH, AND SCHOLARLY COMMUNITIES AND PRACTICES ON THIS CAMPUS.
- 6 HARNESS TECHNOLOGY TO ENABLE AND REALIZE EFFECTIVENESS AND EFFICIENCY IN ALL WE DO.
- 7 COLLABORATE AND PARTNER FOR SHARED SUCCESS, WITHIN AND BEYOND WESTERN LIBRARIES AND THE UNIVERSITY.
- 8 COMMUNICATE AND DEMONSTRATE OUR VALUE TO WESTERN UNIVERSITY AND, IN PARTICULAR, OUR POSITIVE IMPACT ON STUDENT AND RESEARCH OUTCOMES.

WE MUST:



OUR STRATEGY MAP

Our Strategy Map charts our course for the next five years. It will act as our compass, pointing us in the right direction and enabling each of us to work in a coordinated, collaborative, and proactive way.

*Western Libraries' Strategy Map for 2015-2020 **begins** with a new Mission and Vision for Western Libraries.*



OUR MISSION

Western Libraries' Mission clarifies our purpose and serves as the benchmark against which we will judge our actions and decisions.

As the academic commons of Western University, Western Libraries provides the library and archival expertise and infrastructure - information resources, technology, people, and spaces - required to cultivate and mobilize knowledge, and accelerate excellence in teaching, research, and scholarship.

OUR VISION

Our Vision serves as the foundation for our Strategy Map. It represents our greatest aspirations for our work and for those we serve. It addresses the ways that Western Libraries must advance and transform over the next five years.

We engage, inspire and empower students, scholars and researchers to achieve their full potential as global citizens and leaders.

OUR VALUES

(A full description of WL Values is available in Appendix One)

Western Libraries' Values shape our organizational culture and inform our individual actions, reactions, and behaviours.

IN ALL WE DO, WE VALUE:

Teamwork
Respect
Accountability
Communication

Creativity
Service
Collaboration
Innovation

HOW WILL WE ACHIEVE OUR VISION?

THE STRATEGIC PILLARS

The Strategy Map translates our Mission and Vision into tangible goals and delineates how we will partner, collaborate, and contribute to the University's Mission and strategic priorities. In turn, it identifies the processes, people, support systems, technologies, and resources required to achieve our goals. Ultimately, the Strategy Map has been shaped by our community and our environment and is a balanced representation of Western Libraries' priorities.

Over the next five years, Western Libraries will take action across the **four strategic pillars** which will allow us to achieve our Vision. As outlined above, the pillars answer key questions about how we will serve our key stakeholders.

PILLAR #1: ENDURING IMPACT

STRATEGIC STAKEHOLDER OUTCOMES

At the heart of the Strategy Map is the first pillar, **Strategic Stakeholder Outcomes** which answers the question: "What do we want to achieve for the people we serve and support?"

Successful Students. Prepared Citizens.

Students:

- Achieve Western's identified learning outcomes and develop lifelong learning skills
- Enhance their ability to effectively and creatively use, analyze, assess and communicate information and data
- Enjoy an enriched learning and campus experience
- Are engaged in the research enterprise

Educational Excellence.

Teachers:

- Integrate the highest quality information, services and resources into their curriculum
- Produce outstanding curriculum, courses and assignments that incorporate 21st century literacies learning outcomes
- Use pedagogy and e-learning strategies to enhance the learning experience

Recognized Research.

Researchers:

- Research productivity and efficiency is enhanced
- Achieve their goal of producing high quality outcomes with global impact
- Advance their projects through active collaboration with Western Libraries



PILLAR #2: ORGANIZATIONAL EXCELLENCE

Next, we identified what **strategic processes and practices** we must excel at in order to achieve our strategic stakeholder outcomes.

WE MUST

- Advance 21st century literacies development for students, scholars and researchers
- Manage and provide access to world-class print and digital collections and resources
- Cultivate purposeful partnerships on campus and beyond
- Provide user-centred spaces and technologies
- Actively engage with our campus communities
- Deliver service excellence to library users and the University
- Champion open access and the transformation of scholarly communication
- Partner to develop extraordinary researchers and scholars and to advance research excellence



PILLAR #3: PASSIONATE & PREPARED TEAM

What drives excellence? Western Libraries' people, culture, technology, and infrastructure. So the next question we asked was: "To deliver excellence, what **capacity** do we need?"

WE MUST

- Work in a learning culture that encourages agility, curiosity, and innovation
- Have the skills and competencies needed for a fast changing world and work in relevant roles, focused on the right priorities
- Have a strong sense of shared responsibility and purpose, based on trust, and we must be empowered to achieve success
- Work in flexible facilities and spaces that cultivate productivity and well-being
- Be equipped with the right technologies and tools to perform our work



PILLAR #4: ALIGNED AND SUSTAINABLE LIBRARY

Finally, the last strategic pillar focuses on enabling capacity. It answers the question: "What **resources** do we need and how will we utilize these resources to sustain Western Libraries?"

WE MUST

- Proactively assess our environment and user expectations and take action to meet emerging needs
- Be transparent and align resources and decisions to our vision, strategies and annual priorities
- Prepare for the future through continuous learning and professional development
- Measure and use performance metrics to improve our effectiveness, efficiency and impact
- Promote and provide evidence of Western Libraries' value to library users and stakeholders
- Be fiscally responsible and seek opportunities to work more effectively and realize efficiencies



WESTERN LIBRARIES STRATEGY MAP FOR 2015-2020 FOLLOWS. IT TELLS OUR STRATEGIC STORY, MOVING FROM THE BOTTOM OF THE MAP TO THE TOP.



WESTERN LIBRARIES STRATEGY MAP: 2015 – 2020

<p>Thus, achieving our VISION.</p>	<p align="center">OUR MISSION</p> <p>As the academic commons of the University, Western Libraries provides the library and archival expertise and infrastructure - information resources, technology, people, and spaces - required to cultivate and mobilize knowledge, and accelerate excellence in teaching, research, and scholarship.</p> <p align="center">OUR SHARED VISION</p> <p align="center">We engage, inspire and empower students, scholars and researchers to achieve their full potential as global citizens and leaders.</p>																							
<p>And, anticipate and meet the needs of the PEOPLE we serve,</p>	<p align="center">ENDURING IMPACT!</p> <p align="center"><i>Western Libraries will achieve the following strategic stakeholder outcomes:</i></p> <table border="1"> <thead> <tr> <th data-bbox="379 493 1216 577"> <p align="center">STUDENTS</p> <p align="center"><i>Successful Students. Prepared Citizens.</i></p> </th> <th data-bbox="1216 493 2033 577"> <p align="center">TEACHERS</p> <p align="center"><i>Educational Excellence.</i></p> </th> <th data-bbox="2033 493 2902 577"> <p align="center">RESEARCHERS</p> <p align="center"><i>Recognized Research.</i></p> </th> </tr> </thead> <tbody> <tr> <td data-bbox="379 577 1216 829"> <ul style="list-style-type: none"> Students enhance their ability to effectively and creatively use, analyze, assess and communicate information and data Students achieve Western's identified learning outcomes and develop lifelong learning skills Students enjoy an enriched learning and campus experience Students are engaged in the research enterprise </td> <td data-bbox="1216 577 2033 829"> <ul style="list-style-type: none"> Teachers integrate the highest quality information, services and resources into curriculum Teachers produce outstanding curriculum, courses and assignments that incorporate 21st century literacies learning outcomes Teachers' pedagogy and e-learning strategies enhance the student learning experience </td> <td data-bbox="2033 577 2902 829"> <ul style="list-style-type: none"> Research productivity and efficiency is enhanced Researchers achieve their goal of producing high quality outcomes with global impact Researchers actively collaborate with Western Libraries to advance their projects </td> </tr> </tbody> </table>								<p align="center">STUDENTS</p> <p align="center"><i>Successful Students. Prepared Citizens.</i></p>	<p align="center">TEACHERS</p> <p align="center"><i>Educational Excellence.</i></p>	<p align="center">RESEARCHERS</p> <p align="center"><i>Recognized Research.</i></p>	<ul style="list-style-type: none"> Students enhance their ability to effectively and creatively use, analyze, assess and communicate information and data Students achieve Western's identified learning outcomes and develop lifelong learning skills Students enjoy an enriched learning and campus experience Students are engaged in the research enterprise 	<ul style="list-style-type: none"> Teachers integrate the highest quality information, services and resources into curriculum Teachers produce outstanding curriculum, courses and assignments that incorporate 21st century literacies learning outcomes Teachers' pedagogy and e-learning strategies enhance the student learning experience 	<ul style="list-style-type: none"> Research productivity and efficiency is enhanced Researchers achieve their goal of producing high quality outcomes with global impact Researchers actively collaborate with Western Libraries to advance their projects 										
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none"> Join forces with campus partners to enhance student success and research outcomes Proactively engage with faculty in curriculum and course development Collaborate with external partners to advance our shared missions Drive community engagement with the greater London area </td> <td data-bbox="1350 1050 1617 1396"> <ul style="list-style-type: none"> Repurpose and revitalize spaces to meet user needs Create inviting, inspiring and collaborative learning and research spaces Provide access to new and emerging technologies </td> <td data-bbox="1617 1050 1914 1396"> <ul style="list-style-type: none"> Promote campus community development Facilitate connections, conversations and forums across the disciplines Develop social media engagement Expand outreach to library users </td> <td data-bbox="1914 1050 2240 1396"> <ul style="list-style-type: none"> Develop user-centred service models and standards Enable the best possible user experience Provide great customer service Support effective management of university records </td> <td data-bbox="2240 1050 2537 1396"> <ul style="list-style-type: none"> Provide education and advocacy for scholarly communication issues such as author rights, copyright, and open access Enable new models of scholarly communication Provide technologies for barrier-free research publication and dissemination Foster academic integrity </td> <td data-bbox="2537 1050 2902 1396"> <p>Over the research cycle, enrich:</p> <ul style="list-style-type: none"> Research question development and review and critical appraisal of existing knowledge Grant application development including data management plans Data capture, curation, analysis and management Dissemination of research outputs Research productivity and impact metrics </td> </tr> </tbody> </table>								<p>We advance 21st century literacies development for students, scholars and researchers</p>	<p>We manage and provide access to world-class print and digital collections and resources</p>	<p>We 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Continually evolve collection development practices 	<ul style="list-style-type: none"> Join forces with campus partners to enhance student success and research outcomes Proactively engage with faculty in curriculum and course development Collaborate with external partners to advance our shared missions Drive community engagement with the greater London area 	<ul style="list-style-type: none"> Repurpose and revitalize spaces to meet user needs Create inviting, inspiring and collaborative learning and research spaces Provide access to new and emerging technologies 	<ul style="list-style-type: none"> Promote campus community development Facilitate connections, conversations and forums across the disciplines Develop social media engagement Expand outreach to library users 	<ul style="list-style-type: none"> Develop user-centred service models and standards Enable the best possible user experience Provide great customer service Support effective management of university records 	<ul 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MEASURING OUR STRATEGIC JOURNEY: BALANCED SCORECARD

Western Libraries' Strategic Plan is dynamic. It is action-oriented, future-focused, and reflects the needs and wants of our diverse user community. The Strategic Plan is our promise to one another; it describes 'what we said we needed,' 'where we are going,' and 'what we will do to get there.' To ensure we fulfill our promise, Western Libraries will regularly assess progress and results across each pillar of the Strategy Map.

Ultimately, the improvements we make and accomplishments we achieve will be measured by the people we serve. The feedback from our students, faculty, and researchers will tell us if we are meeting their needs and helping

them to achieve their learning, teaching, and research goals. We will also gauge our success by listening to our partners, both on and off campus. And, of significant importance, our progress will be measured by listening to the voices of library staff.

Through our Balanced Scorecard, we will also establish and track quantifiable performance indicators, in direct alignment with each strategic pillar. We will celebrate and learn from our wins, identify gaps, and implement solutions to address them. *(Highlights from our Balanced Scorecard are available in Appendix Three)*



IMPLEMENTING OUR STRATEGIC PLAN

The aspirations expressed in our Strategic Plan are bold. Our implementation plan will be equally bold and will:

Align directly to Western Libraries' Strategy Map and the Vision and strategic pillars we have committed to

Establish direction for our annual and multi-year projects and initiatives

Encompass annual priority project plans that incorporate action items, responsibilities, timing and an articulation of how their success will be measured.

Western Libraries' leadership team is charged with planning the next critical steps toward bridging current gaps and realizing our five-year goals, with a sharp focus on priorities and how resources are organized and allocated. Library leaders have a unique role in leading the changes to come by staying true to our Vision and Mission, as well as to our Values and strategic directions.

Equally important to our future success will be the engagement of all library staff in bringing the Strategic

Plan to life. First, it is essential to involve all staff in better understanding Western Libraries' Strategy Map for 2015-2020 and how each individual and team contributes to the impact we achieve. Second, we will empower units and teams to lead positive change within their areas of responsibility and translate elements of the Strategy Map into their planning processes, priorities and activities, and outcomes. Cross-functional, project-based teams will also be empowered to execute annual priorities and initiatives that will convert strategy into results across Western Libraries.

CLOSING WORDS

As we embarked on this strategic planning process, and the journey of self-reflection and critical analysis it afforded us, we did not set limits on the process. We strived to be open and transparent, collaborative and engaging...and bold. We explored our internal and external environments, asked questions, and listened carefully to the information shared. In response, we have made strategic decisions that will unlock Western Libraries' true capacity and potential, allowing us to continue to deliver what our key

stakeholders – our students, faculty, researchers and staff – need and expect well into the future.

Western Libraries 2015-2020 Strategic Plan, **Engage.**

Empower. Excel. is our call to action, and it is also an invitation for you to join us on the next stage of a continuing journey. Ultimately, this Plan challenges our entire community to optimize the sum of our parts and work together to achieve our collective goals and to realize Western Libraries' Mission and Vision.

OUR MISSION

As the academic commons of the University, Western Libraries provides the library and archival expertise and infrastructure - information resources, technology, people, and spaces - required to cultivate and mobilize knowledge, and accelerate excellence in teaching, research, and scholarship.

OUR VISION

We engage, inspire and empower students, scholars and researchers to achieve their full potential as global citizens and leaders.



The library is my favourite thing about

Western University.

(Western Professor)



APPENDICES

APPENDIX ONE

WESTERN LIBRARIES VALUES

Each of us aspires to live these values on a daily basis, and we expect our colleagues to do the same.

We are team players

We plan our work together to ensure broad understanding of the 'big picture'.
We generously share our knowledge and talents with our customers and each other.
We invest time and energy in building productive and constructive working relationships.
We actively seek out input and advice from our colleagues across roles and sites.

We respect each other

We anticipate that others may be affected by our actions and inform them.
We manage conflict constructively and professionally.
We acknowledge and appreciate each other to build positivity and good will.
We value and recognize (formally and informally) the diversity of skills, talents and experiences that each staff member offers.

We are accountable to each other

We follow through on commitments, delivering results through a high standard of work.
We are prepared to do our work and complete assigned tasks on time.
We take ownership of our work.
We take responsibility for our actions.

We practice proactive communication

We communicate in an open, honest manner and actively listen to the views of others.
We value diversity and explore different points of view in our discussions.
We give and receive feedback in a constructive manner.

We encourage creativity

We see problems as an opportunity to create new solutions.
We experiment with new techniques for completing tasks and are receptive to new ideas.
We celebrate successes and take risks to build excellence.
We have fun.

We are passionate about service excellence

We proactively anticipate our users needs and expectations.
We listen to and consult with our users to better understand their needs and priorities.
We continuously improve our services to meet the needs of library users and the University community.
We take pride in delivering excellent customer service.

We value collaboration

We work collaboratively with the campus community and library partners to reach common goals and achieve the best results.
We identify opportunities for collaboration and proactively engage with others
We build and foster strong relationships with our students, colleagues from across campus, and with our external partners.

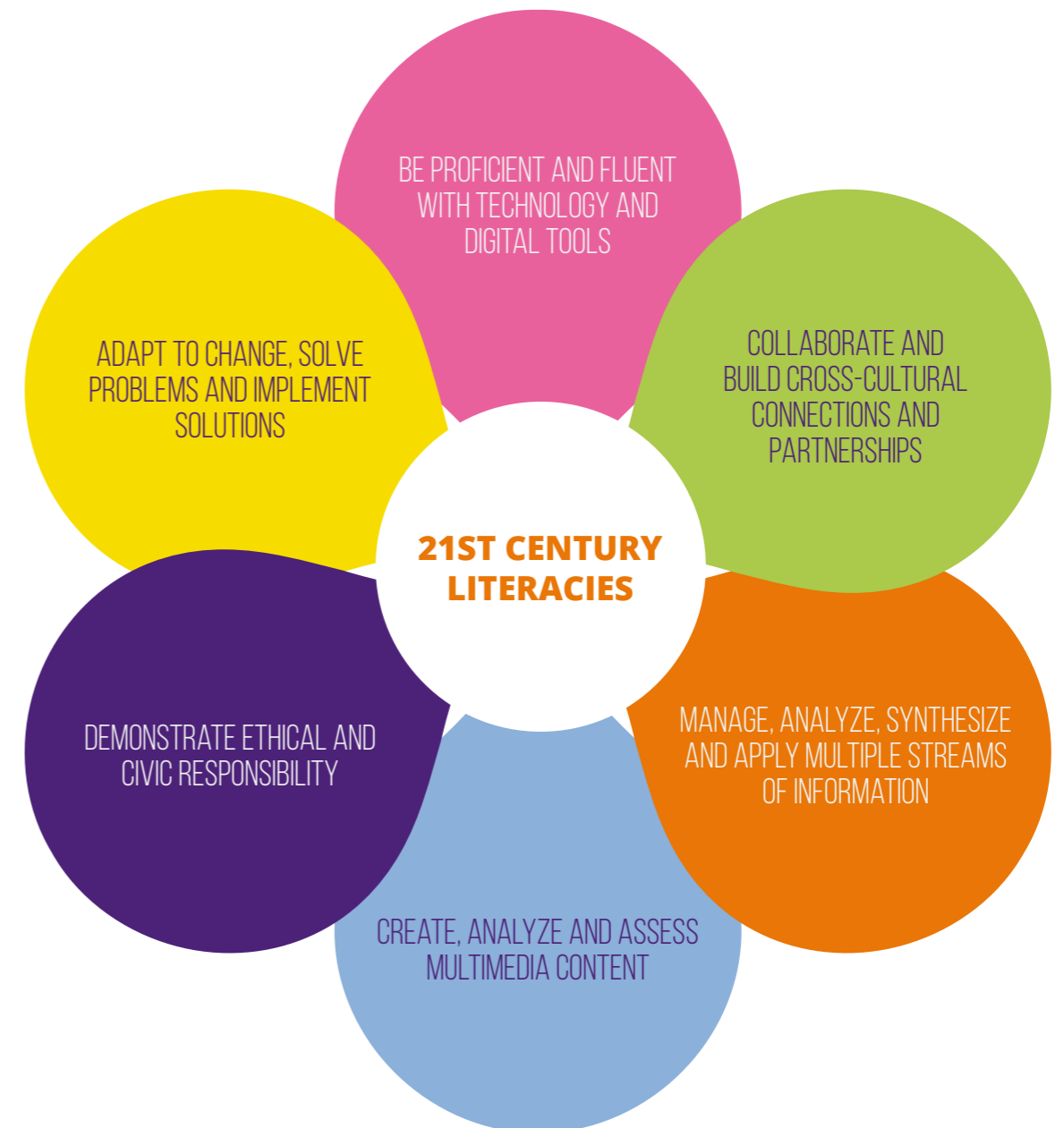
We are innovative

We encourage and foster innovation.
We anticipate change and take action on evolving opportunities and challenges.
We seek out new and better ways to serve and contribute to the University.
We explore, develop, and bring ideas to life.

APPENDIX TWO

WESTERN LIBRARIES' DEFINITION OF 21ST CENTURY LITERACIES

Contributing, successful individuals in the 21st century global society must be able to:



APPENDIX THREE

BALANCED SCORECARD

Following is a sample of performance measurements that may be included in Western Libraries Scorecard. Once finalized, baseline performance will be specified and annual performance targets established and measured on a semesterly basis. Improvement action plans will then be developed to correct any negative variances.

- Availability and use of online learning tools and guides that have been created by Western Libraries.
- Integration of information literacy and other literacies into Western University courses or curriculum.
- Successful collaborative initiatives to increase access to library materials.
- Successful collaborative initiatives to save costs.
- Satisfaction with quality of library resources.
- Satisfaction with access to library resources.
- Satisfaction with library services.
- Satisfaction with library spaces.
- Occupancy of library spaces.
- Number of and usage of materials in the institutional repository
- Staff satisfaction with learning, professional development, and training opportunities.
- Staff members feel they have the skills necessary to perform their work now and into the future.
- Staff members feel engaged and have a sense of community within Western Libraries.
- Library groups or units regularly conduct user needs assessments and develop action plans to address needs.
- Western Libraries advancement activities.
- Western Libraries community engagement activities.



WESTERN LIBRARIES' VISION

We engage, inspire and empower students, scholars and researchers to achieve their full potential as global citizens and leaders.



Western
Libraries

ENGAGE. EMPOWER. EXCEL.

Western Libraries' Strategic Plan: 2015 - 2020