Paideia

UPC
libraries
strategic
plan
2000 - 2005

"… read, study, learn, connect, research!"

Strategic plan 2000 - 2005

UPC Servei de Biblioteques i Documentació
UNIVERSITAT POLITÈCNICA DE CATALUNYA

Summary

Paideia

Greece was the most important western civilisation flourishment. In the 5th century before Christ, the so-called Pericle's century, Athens became the most important cultural centre in the world regarding politics, science, arts, architecture, literature, philosophy and above all language. All these different kinds of knowledge have laid the foundations of the cultural and training base of our thought. Paideia was the Greek word that grouped all this vast knowledge.

The Greek man was educated and trained through all his live in the Paideia

Paideia meant the global change that an individual had to go through to became a citizen, a political man. This change was a training and learning process in all areas of knowledge; that is, before the ignorance of speeches founded in mystery and obscurity, *Paideia* reinforced ideals such as wisdom and the power of reason to discover and understand nature in an autonomous and scientific way; before violence and cruelty of archaic organisations, *Paideia* affirmed the consciousness of being a political and free citizen in relation to belonging to a democratic city based on law, commitment and the force of words.

Paideia was and still is the base of humanistic, scientific and technical knowledge of the western culture, which has been transferred and learned in all its teaching ways along the centuries. For this reason, in front of the challenges that university training brings and at the beginning of the new millennium, today more than ever it is necessary to train and build a citizen who is educated in the knowledge and the science, in the value and ethics, in the culture of peace and freedom, in the democracy and the dialogue.

The 21st century citizen must be educated in the new Paideia

Libraries are the image of training, learning and research of university. Libraries collect, conserve and divulge old and new knowledge, provide information and services to learn the required techniques and values that people will need during all their lives, but also libraries are spaces to meet people, to learn, to reflect and to communicate either presently or via Internet. In the future years libraries will encourage the university's goal to educate citizens in this new *Paideia*.

Libraries are the the new Paideia *image*

Our mission

"The UPC libraries are active centres of documentary and digital resources in scientific, technical and cultural information that aims to increase the quality level the UPC gives to its members in the learning, research and training process in order to become citizens prepared to live in a global world".

Visions

- The UPC libraries must be information resource centres integrated in the learning, research and continuous training of the UPC community. The result of this integration must be the library resources and services becoming essential tools in the daily tasks regarding education, research and management of students and administrative staff of the UPC community.

- The UPC libraries must become the most visited and used educational and training resource of the university.

- The UPC libraries must increase and preserve the bibliographical collections and make their use and access easy.

- The UPC libraries must improve their services and provide new quality services related with their users' current and future needs.

- The UPC libraries must become the most important digital and scientific information gateway of all the university.

- The UPC libraries must increase their resources and equipment taking into account the technological innovations of the information world.

- The UPC libraries must be managed depending on the user needs in a flexible and consortia way.

- The UPC librarians must be recognised by the institution as the leaders of the information management and production in relation to the present and future challenges of the information world.

Users
and their needs

Users and their needs in the learning process

Currently they are the ones who make use of the basic library services and represent the biggest group. The members of this group are new students, as well as students of the first and second year, the administrative staff of the UPC, students from other universities, students from other countries who come through exchange programs such as Socrates and Erasmus and the students of the association of UPC friends (Amics de la UPC).

Main detected needs

- Search for the literature recommended in the educational guides
- Search for notes from different subjects (given by professors)
- Search for previous exam papers
- Search for reference materials
- Search for basic journals
- Work with multimedia and video materials
- Access to software and self-learning programs
- Photocopies of different kinds of documents
- Reading places: individual/ group work
- Knowledge of the general information
- Search in the catalogue in order to know which materials and collections the library supplies
- Have a good orientation based on right signs
- Search for special collections
- Internet access
- Others

Users and their needs in the research process

These are users who have mainly the same basic needs than the other group but they need an additional specific bibliographic support and specific tools to have access to the information.

Users
and their needs

Members of this group are students carrying on their last year project, postgraduate students, people involved in research programs, external users such as professionals who ask for information, users from other universities, etc.

Main needs detected

- Search for specialised books and journals
- Search for specialised databases
- Training, information and technical assessment
- Search in the graphical archive
- Search for special collections
- Search for last year projects
- Individual work
- Search for external resources
- Others

Users and their needs to access to the network

They are users that don't come to the library. Instead they have access to the library services through the Web and the e-mail. They may be internal or external users.

Main needs detected

- Access to the library collection and services without having to come to the library
- Access to other library collection and services without having to go to these libraries
- Find specific information over the world
- Search for UPC internal or external scientific information
- Assessment and training in the Internet access tools
- Others

Five strategic lines

1 Library and learning:
Library resources and library
services in the learning process

*From teaching to learning:
transforming the teaching process
in a continuous learning process*

Since the different pedagogic projects of the sixties and seventies, mostly applied to the none- university training, the concept of teaching regarded as a continuous process had not been treated with so much interest as nowadays.

The reformed teaching programs in order to adequate the new studies and their contents to the different present needs, the introduction and implementation of the new information technologies in all levels and our increasing society demands have created a new renovation movement, not only in the field of knowledge, but also an important change in the pedagogic processes related to the university learning.

This movement goes in the following direction: to convert the teaching process in a continuous learning process where the most important elements are not the contents learned nor the staff, but the student who is learning. And the student learns at his/her own rhythm, with his/her own interests and in his/her own way

This change applies not only to the pedagogic processes related to some specific studies or taken by professors, but modifies all the university community: services, staff, etc... In this respect libraries – services that make learning and information access easier- become now more active and effective in this new learning process than ever, providing reading spaces for individual or team work, literature related to the needs of students, self-learning areas for none-university programs, Internet access, training in information and resource tools... All this in order to achieve an autonomous students when searching and managing information. Without doubt these are elements which belong to a new vision of libraries seen as necessary services in the learning process.

But the UPC libraries can be and must be even more active in this new learning process. Libraries must become essential tools for academic staff and students. Librarians must work together with the academic staff in order to detect actual needs of information and documentation, they must take advantage of today's resources and design new projects based on the new pedagogical methods.

These topics and others must be the base for a total integration of the library resources and services in the learning process of the university.

Library and learning

Aims

- Create and apply strategies related to the new learning models together with professors and the other staff of the university educational system in order to take advantage of all current and future library resources that the UPC provides to its members

- Train users in the relevant skills for a continuous learning to live in a global world

- Convert libraries in the new future spaces where the academic staff and students are able to grow together with the information, knowledge and learning

- Manage, preserve and give access to the documentary and library resources of the university

- Help to improve the quality of the UPC studies

- Achieve that our library staff is recognised as management information leaders

Values

- Active collaboration and professional help of the library staff with the academic staff in order to integrate the resources and services into the student learning processes

- Bibliographical collections and digital resources related to the subjects of the UPC studies

- Equipment of high quality and opening hours designed according to the users' needs

- Real opportunities for the UPC members to learn, such as equipment, software, multimedia resources, digital resources and free Internet access.

- Professional experience in user training, electronic tools usage, experts in management and promotion of reading and self-learning services, and planning and assessing of library resources related to user needs.

Library and learning

General objective

Achieve to satisfy basic present and future information needs of the UPC members in their learning process with a high quality level. This means:

- Promote co-operation between librarians and academic staff in order to be able to introduce and take advantage of the library resources and services in the learning process

- Increase, foster and preserve the basic bibliographical collections and other materials that give support to the teaching process

- Improve the basic services and increase the places and the library equipment

Action areas

1.1 User training

The user of the library must be educated in the necessary skills to manage all this information, focussing on concepts such as continuous learning and self-learning. This means, though, the necessity to transmit students the idea that library is a central element in their training cycle.

Users must know what resources and services the library provides, must learn how to use the electronic tools, how to manage and deal with different documentation, learn and foster their skills in an autonomous way, to search for literature supporting their learning This is the knowledge and basic skills that libraries must offer them in the different library training sessions.

1.2 Self-learning areas

The self-learning areas are spaces equipped with software and hardware resources required in order for the UPC community to learn the basic knowledge and skills in an autonomous way. In these areas users can learn languages, software programs, techniques to search for a job, Internet navigation.

Library and learning

1.3 Basic library services

The basic library services (specialised assessment, loans, learning, bibliographical collections, facilities and equipment...) are part of the first and most important image that the users have of a library. For this reason these are key services in their present and future learning process. User satisfaction received through these basic services will determine the future use and needs towards research, management and handling of scientific and technical information.

1.4 Basic bibliographical collections

The basic bibliographical collections are the documentary support that students need in order to complete the knowledge learned in every subject and that academic staff recommend in the educational guides and during the academic course. These collections consist of all kinds of materials: reference materials, rules, notes, exam papers, industry catalogues, environment collections, etc..

1.5 Equipment and general improvements

In this line, we should be able to foresee the new actions to improve, renew and diversify the current library spaces and equipment.

Here we must point out the building of new libraries: Castelldefels Campus Library, Vilanova Campus Library, Architecture Library.

Indicators

- Number of training courses or sessions
- Number of participants to the training courses
- Increase of the bibliographical collection
- Number of loans
- Relation between user/book
- Relation between user/journal
- Relation between user/reading spaces
- Common projects between library/teaching
- Number of self-learning stations

2 Library and research: Library resources and services for research and technological innovation

From information to knowledge: transforming information into a new significant knowledge

The development of society is one of the most important university missions, not only because it must educate professionals who should work in a quality way, but also because it must promote the technological and innovative development of society self. The interests and productivity of university research and investigation must have direct relation to real society needs: social, economical, industrial, environmental, etc.... The UPC is a leader in this sector, its productivity gives to the society an important technological transfer. However in the future the university will have not only to meet immediate needs of a specific industry, but also will have to create, innovate and promote new technological and scientific projects for the society to be able to progress.

The creation of *new knowledge* –key factor for the rising of new projects– means having access to, handling and managing current and significant information of a high quality. This information will provide support to the *innovation*, *inter-disciplinary* and *trans-disciplinary* approaches of the university and from it to society.

Libraries are a unique opportunity for research, since they provide the necessary support, tools and time for researchers. Access to the best bibliographical collections, world-wide specific databases, journals and relevant literature of scientific community in a short period of time is one of the best revolutions of our times. Nowadays, via Internet, access to the book catalogues and different documents of libraries all over the world has become a reality.

In a very near future, libraries and their staff will be experts in the management of a great volume of information and documentation to serve their user needs.

Aims

- Help to improve research quality and technological innovation of the UPC and their scientific production

- Train users in their search for electronic tools to access, manage and handle scientific information

- Satisfy the documentary demands of the postgraduate or Ph.D. students, as well as other research members from the scientific community and industry sector

Library and research

- Increase usage of scientific and environmental documentary supply service

- Increase resource and scientific bibliographic collections and foster the user's usage

- Achieve a better exploitation of the library resources and services to research by increasing costs for quality and original information

- Promote the librarians' specialisation in the UPC subjects and special areas, so that they may be recognised as leaders on managing information and scientific and technological information of the UPC

Values

- Specialised library services, adequate places and equipment to study, flexible opening hours

- Specialised bibliographic collections of books, periodicals and other type of documents

- Electronic resources of the UPC and other universities: bibliographic databases, technical full text databases, databases about the world scientific production impact, polytechnic catalogues, polytechnic resource databases searched in the Internet

- Electronic information services and internal and external document supply services by helping in the searching process

- Collaboration and management in the own UPC scientific production database: "Fènix"

- Professional expertise in training users and resource management, search services, and analysis and assessment of scientific documentation

- Library services in collaboration with Catalan and other universities in order to improve access to information, searching and loan services

Library and research

General objective

Intensifying the library role as a supplier of information resources for the research and creation of UPC knowledge, making information as one of the key points in the research field. This means:

- Libraries must give to enterprises and the UPC community all the information support they need in order to increase the technological quality level of the UPC and the society in general

- The library objectives should be fostered in a new frame of co-operation and common work between all people involved in the research and the technological innovation processes

Action areas

2.1 User training

Users should know how to access to databases and specialised periodicals, consult specialised information, use the specific services for researchers, manage, handle and produce information. These are the basic research skills that libraries must show to their users in the library training sessions.

2.2 Research library services

The research library services (document supply service, guided online services, access and use of databases, specialised support, etc.) are the main tools for those people involved in investigation projects.

2.3 Research bibliographic collections

The research bibliographic collections are the documentary support that professors and postgraduate students need to complete their research projects done in the UPC, so this support must cover their specialised information needs.

2.4 Library service and resource integration

The bibliographic collections of the different departments and other structural units should be integrated in the UPC library system in order for all the university community to take advantage of them.

The bibliographic production and documentation realised by the UPC should be also integrated in the library collection.

2.5 Colaboration with enterprises, professional associations and other institutions

It is very important to establish, develop and achieve collaboration agreements with external university members such as enterprises or professional associations in order to obtain external resources and offer them the our information and documentary services.

Indicators

- Number of training courses or sessions
- Number of participants to the training courses
- Number of periodicals
- Number of documents supplied and asked by the UPC libraries and delivering time
- Increase of the bibliographic collection: books, periodicals and other type of documents
- Relation between research user/books
- Relation between research user/periodicals
- Relation between user/ journals
- Common projects library/ research lines

3 Library and network: Digital library resources and services

From local library to global library:
Transforming the library into a tool
for accessing to th digital information
and documentation all over the world

The Information and Communication Technologies (ICTs), which for some years have been being applied to and used in universities, have obtained remarkable results. More over, if the university is a technology-based one as UPC the results are highly significant. From its very beginning, the mission of the Technical University of Catalonia has been focused to educate and foster technical learning, which at present is primarily based on ICTs. This means that not only community members know and use ICTs and their applications in an expert way, but also that the most highly qualified students, teachers and researchers in these technologies are in the UPC.

But in the near future, ICTs will bring some important changes to the university. Unlike other challenges, these changes will be extremely fast and necessary, placing the university in front of important decisions, redefinitions and new proposals.

The essence of the university -transmitting and providing old and new knowledge- will continue and will be developed. However, the rest of elements that form part of the current system will have to change: learning process and its circuits, contents and their degrees, research and its projects, organisation and its structures, etc.

At present, ICTs are creating a new learning model; the network learning turns up as an opportunity to build a new relation between teacher and student, a new circuit that brings larger dedication to the individual, and larger follow-up and customised advice. In this context, teachers get and retrieve their main roles and become the expert who can guide and help to develop student skills and capacities. UPC libraries have this technological component.

At present, it is possible to access to all kind of internal and external information and documentation and other services from any PC connected to the UPC network; internal management tasks are also carried out using hardware and software. However, UPC libraries and their staff must keep on promoting integration and improvement of this new learning and research model based on ICTs.

UPC Digital Library has to become an access portal to the highest quality and updated scientific and technical information, and must be both a tool and a support of this network distributed learning.

Library and network

Aims

- Offer to both the UPC community and external users a unique and updated portal to have access to scientific, technological and environmental quality-based digital information and documentation, called UPC Digital Library

- Provide friendly-access to information and documentation sources, as well as to information retrieval, so user can save time

- Adapt digital library services to innovations produced in information and documentation applied technologies, to the proliferation of multimedia products and services, and to the basic changes in the expectations of virtual users

- Be leaders in the ICTs digital library resources and services innovation, in order to go forward to new demands

- Develop technological infrastructures with new application and interface designs, which allow the integration of all information in any support into the UPC-d project, as well as into the various projects of UPC virtual campuses

- Achieve that librarians specialised in digital library services are recognised by the university community as updated and quality-based digital information and documentation managers and producers

Values

- Digital library resources and services on technical matters: bibliographic databases, joint UPC library catalogue, joint the Union Catalogue of the Universities of Catalonia, journals and electronic documents, multimedia products and network self-learning software available to virtual users

- Experience in managing digital information and documentation resources and services according to users needs: research areas, self-learning and leadership in ICTs implementation into the managing areas of the library resources and services, as well as in their internal management

Library and network

- Experience in creation, management, maintenance and update of web pages, Intranets and technical quality-based resources research in the Internet

- Quality computer-based equipment and library zones with free network access

- Being a member of the Consortium of Academic Libraries of Catalonia (CBUC), and to actively participate in the Digital Library of Catalonia (BDC) project, therefore to have access to digital resources, databases, and electronic journals in conjunction with other Catalan universities

General objective

To facilitate user access to network digital library resources and services and, at the same time, to integrate them into the several digital, current and future, university community projects. This means:

- To increase available network digital resources
- To increase digital resources use from any network place or project
- To integrate and work together with different University digital projects
- To collaborate and work together with IT Services
- To collaborate in the Digital Library of Catalonia project

Action areas

3.1 UPC Digital Library

UPC Digital Library must be integrated into one single platform the tools to have access to information, full-text digital collections and electronic library services, enabling the exploitation of any resource from any University digital project.

Library and network

3.2 Document digitalisation and conservation

Digitalisation must foresee, first of all, which of those own and external resources are most important for the university needs (exam papers, reports, congress abstracts, notes, thesis, scientific publications, etc.) and, secondly, come to analyse formats in order to standardise their production and circulation.

Digital and electronic information conservation and maintenance must be one of the important challenges when undertaking actions in this area.

3.3 Technology innovation

Libraries are technology and resource information innovation centres, and must go forward their users' technology needs, taking into account that library main goal must be to incorporate technology at information service.

3.4 Convergence of library service with computer services

To ensure that university community has access to information and electronic resources, the library has to develop some solid ties with University IT Services. Libraries themselves will not have all necessary resources to face all changes that ICTs will bring, which will have an effect on the academic community. Alliance and joint work with IT Services must improve current support and quality level, and start off ICTs applications which give support to information resources and services, as well as develop the necessary technology infrastructure to facilitate virtual access to information and documentation.

3.5 Alliances and consortia projects

Publishing changes, fast increase of electronic resources, new price policies, problems of copyright and intellectual property, describe a very complex scene. For all the above said, strategy to follow must be to make common cause through co-operative work, and precisely in the UPC Digital Library project.

Library and network

Indicators

- Number of databases available through local access.
- Number of databases available in UPC Digital Library
- Number of databases available in Digital Library of Catalonia
- Number of electronic journals available in UPC Digital Library
- Number of electronic journals available in Digital Library of Catalonia
- Number of digital documents
- Number of library services offered by UPC Digital Library
- Number of times each resource is used
- Level of satisfaction in service use

4   Library and humanism: Library resources and services for humanist training

From the individual to the citizen: transforming training process into a complete educational process based on free joint people's cultural values

Technology is humanism!

University education is the last learning process of the regulated system; students usually access to university at the age of 18 and stay from three to five years, minimum. During these years students get knowledge within the framework of some specific studies, and also (as almost all pedagogues say) it is when several life-long values and opinions are defined and consolidated. Students must leave university being global world citizens with flexible capacities that let them adapt to different situations and cultures.

Therefore education must be a complete and extensive process, in which the main goal should be not only educate qualified professionals, but also people willing to be citizens, who are integrated and in favour of peace, opened to the others, intellectually highly educated and critical with their environment, with postulates based on human rights and democratic social values, in defence of bio-diversity and sustainable development.

It is necessary to consider that society is politically, economically and culturally led by citizens who have been formed in universities. It is therefore urgent that universities see as a priority the creation of a better, more literate and more solidary society based on peace.

Teachers and staff, as community members, must have access to some information and documentation resources on subject matters that let them grow in humanistic values, criticism, dialogue and reflection.

Libraries have a new open field in this learning process: to promote reading of works specialised in other fields (philosophy, politics, economics, history, ethics, music); to participate and to spread cultural projects from university and cities; to convert spaces into new scenes where reflection, criticism and knowledge are encouraged. They are challenges that must be undertaken with responsibility and efficiency.

Library and humanism

Aims

- Community members must find in libraries support and tools for their human and cultural development

- To work together with multiple cultural, ludic and co-operation projects developed and promoted by UPC

- To promote community members' environmental education

- To promote and use network library resources and services from other organisations and institutions

- To increase library resources and services on subjects related to literature, economics, politics, art, ethics, etc.

- To participate in cultural projects planned by cities, and therefore get co-operative agreements

- To co-operate and develop cultural exchanges with developing countries

- To convert libraries into spaces and centres for reading, studying, dialoguing and social reflection

Values

- Resources and technical library services at citizens' service

- Special bibliographic collections

- Libraries placed at schools, faculties and integrated urban city campuses with open and wide equipment designed according to users' needs

Library and humanism

- Ancient document collections, books, journals and projects that are part of both history and culture of technical education in Catalonia

- People involved in the defence and work of cultural and solidary values

General objective

To achieve that University members can acquire and develop an integral training based on people's solidary and democratic values, the defence and work for bio-diversity and sustainable technological development. This means:

- To promote libraries' active participation in different cultural UPC projects

- To promote libraries' active participation in different cultural projects developed by cities where UPC is settled

- To achieve that libraries are both campus and school social spaces where users could grow up and be educated through reading, reflection, criticism and art

Action areas

4.1 Library and integration into UPC cultural projects

The creation of vice-provost of University Cultural Programs means that development and promotion of cultural issues are basic in the community members' educational system. Therefore, action areas and goals of cultural programs, projects, and activities must also be promoted and developed from and with library participation.

On the other hand, cultural projects derived from these program actions must be designed, planned, and carried out integrating the projects and agents mentioned above.

Library and humanism

4.2 Library and special collections

Libraries are unique services to encourage the acquisition of ethical values based on solidarity and co-operation with people and cultures, respect, and commitment with human rights. Libraries must promote reading, debate, communication, criticism and joint reflection of new values which both technology and research will bring in the near future.

A key issue for libraries will be the development of specific actions and permanent services around the values that must be promoted in current society. It will be necessary to develop bibliographic collections related to world declarations, speeches and agreements concerning the future; to promote cultural acts, presentations, lectures, and work together with different lines of thought that are being developed in and outside University.

For a long time, libraries have been managing and offering special collections to their users: Rector Gabriel Ferraté Poetry Collection, Science Fiction Collection, Tecnoscopi Collection, Jazz Collection, Science and Technique Collection. These bibliographic collections shall be improved and enlarged and new ones shall be created including, among others, novel, essay, politics, economics, leisure, music, cinema.

4.3 University cultural bibliographic heritage

The UPC is a young university, but during its creation it accommodated the most important and ancient Catalan schools and faculties on technical education; centennial schools created for the development of both cities and citizens. The architecture, navigation or engineering studies bring a unique historical heritage to UPC in technical education areas. Ancient bibliographic resources from ETSEIB, FNB, BCT and ETSAB libraries are valuable collections that must be promoted, disseminated and preserved.

Current bibliographic collections in any support, paper and/or electronic, must also be preserved. They are Catalonian education and engineering history of the end of century, and they will be an UPC library valuable patrimony.

Library and humanism

4.4 Alliances

In the culture framework, alliances, co-operation and joint collaboration with other library networks, centres and cultural institutions are key issues. The creation of strategies concerning cultural and public resources exploitation, public reading and cultural activities, must be an opportunity for our University libraries and, basically, for our users.

4.5 Library and cities

The UPC is a city university; its schools and campuses have an urban characteristic that makes relations with both cities and citizens direct and usable. City life, its worries, development and also aspirations must be present at University. Valuing and using this proximity is basic for the University, also for libraries that, together with their resources and services, must be available and open to cities, collaborating, offering and promoting both their values and assets to citizens.

Next years, culture will be present at Barcelona in an important and special way through the Universal Forum of the Cultures 2004. This is a key event where UPC libraries in Barcelona shall actively participate.

Indicators
- Number of cultural projects with library participation
- Increase of humanistic and cultural bibliographic resources
- Number of special bibliographic collections
- Increase of ancient bibliographic resources
- Number of cultural events organised and promoted by libraries

5 Library and organisation: Management library resources and services

From organisation to knowledge management: transforming internal organisation and its resources into a flexible organisation in continuous renovation and based on values of library staff

To face future challenges, university shall be prepared. This means that its management must be modified: the introduction of organisational flexibility, speediness in decision making, network and group learning, promotion of creativity and knowledge management, use of people's experience and skills, introduction and use of ICTs in all processes, evaluation and contrast of results, etc.

The UPC is a pioneer in the introduction of some of these items. Its management and planning are change-oriented and well placed towards quality, with a strong interest in strategic planning, transparency and evaluation. Also its libraries, with this culture-based tradition, have contributed to produce and develop these changes with excellent results.

At present, libraries are highly efficient because they are goal-planned, offer standardised services to users and get both transparent and comparable results.

But changes in information and documentation fields and University evolution, makes it necessary to keep on improving services and management.

Aims

- To achieve that Library Service and Documentation is a knowledge-based organisation, based on people' values and capacities

- To achieve an agile, flexible, modern organisation, professional and ready to adapt itself to future changes, with competent staff, leader in both information and documentation production and management

- To sustain and improve quality library services offered to internal and external users, by implementing evaluation and improvement processes

- To train service staff to be able to develop new professional capacities and give the best of them

Library and organisation

- To renew and broad knowledge and techniques which form the librarian role, and develop new significant profiles integrated to University different functions

- To train, form and keep good professional teams by improving their communication and net work

Values

- Librarians and library assistants who aim to keep on offering quality services to their users, with contrasted professional capacities to manage efficient library services

- Experience in strategic planning and goal-based work applied to user library services

- Efficient resource management assigned by the UPC to the Service, with maximum profitability, transparency and information on its management

- A learning change-oriented organisation, with internal and high-tech managing services based on ICTs use and application

- An organisation that guarantees its staff a fast, significant and useful both information and communication

- To be one of the best valued university services by the university community, with some efficient and highly used services with satisfactory results for the institution

Library and organisation

General objective

To achieve a Library and Documentation Service able to fulfil internal and external university users' current and future needs. This means:

- To achieve an organisational model based on people's capacities and users' needs

- To get maximum contrasted quality services based on ICTs

- To train staff to become information and documentation management and production qualified professionals

Action areas

5.1 Library Service organisation and planning

It is important to achieve a structure and organisation model with a human resources policy that describes new functions and new Service staff's professional profiles. These must be based on people' capacities and internal Service needs.

5.2 Access, selection, training and professional development

Current access and selection policy must be promoted, and a particular training model concerning new profiles, professional development, ICTs exploitation, and thematic specialisation in technical knowledge areas must be created.

5.3 Technological innovation and job new management and planning

The significant and qualitative advance produced in management, based on strategic planning and developed and transformed into job goals and in ICT, has to evolve in this new program towards the direction and work based on values, people's knowledge management and ICT technological implementation in 100% of all processes related to management and planning.

Library and organisation

Internal communication, and network and group work for projects in each library and among libraries, must be an essential feature of this area.

5.4 Quality, evaluation and process re-engineering

There is the need to implement internal and external evaluation processes, improvement plans, quality circles, to redesign and to simplify procedures, to decentralise decision making, etc., which are issues that libraries know and have been implemented for a long time, although not in a global way. This program is an opportunity to standardise aims and establish quality commitments with internal users as well.

5.5 Resources management, control and evaluation

Scientific and technical information and documentation acquisition and access cost increase causes that increasing University entries assigned to Library Service is not only basic but also that libraries must keep on managing budgets strictly, controlled and imaginatively.

Indicators

- Goal achievement degree
- Amount of processes and services improvement plans
- Services evaluation
- Staff satisfaction degree
- Amount of staff training courses
- Amount of training courses attendants
- Human resources, mobility and promotion Increase