Development strategy
of the
University Library
in Wrocław
for the years 2021-2025

Uniwersytet Wrocławski

BUWr
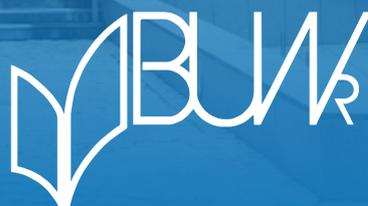
Preface

The library is the backbone of any modern and well-functioning academic institution. Therefore, a perfect university needs a perfect library.

Nowadays, great changes are taking place in higher education, imposing a new approach to teaching and research. They entail the necessity of extending services, increasing competences and introducing the paradigm of focusing on the student. These changes also affect the reconceptualization of the role and responsibility of the academic library.

The University Library in Wrocław, being aware of the transformations taking place, supports all its users and helps our students to acquire new, higher and higher competences, and to employees that their research can be of the highest world level. Our contribution to these goals is our sources of knowledge, skills and competences of the staff, the library's educational environment and related services.

Our strategy has been developed for the period from 2021 to 2025. A lot happens in five years. The University Library is and will remain an active contributor to the high quality standards of the University of Wrocław. Our strategic goals are in synergy with the strategic assumptions and operational goals of our home university.

The goal of the University of Wrocław is to strengthen its national and international position as a leading research university. It intends to offer higher education programs based on research conducted at the highest level and disseminate knowledge based on the results of such research. We would like to emphasize the key role of the University Library in supporting the University of Wrocław in achieving the set goals and carrying out the tasks set out.

Grażyna Piotrowicz, Director of the University Library

1
Mission and values

1.1 Our mission

We are committed to our academic community to create and share new knowledge, connecting members of this community to the vast information resources and cultural heritage that we manage locally and remotely. In fact, our mission becomes to support the progress in science, research and the pursuit of truth, the heart of which is the University

1.2 Our values

In our daily work for the benefit of the academic community of the University of Wrocław and its surroundings, we base on the following values:

1.2.1 Maintaining the highest standards

Striving for the best qualitative and quantitative effects in library and information activities and continuous strengthening of the staff's potential

1.2.2 Developing organizational culture in the "learning organization" model

Creating conditions for continuous professional development and expansion of employees' competences and their self-improvement, and thus for the continuous development of the Library

1.2.3 Animating and developing cooperation

Creating conditions for connecting people, ideas, exchange of experiences in order to ensure optimal results

1.2.4 Building bridges between knowledge creators and consumers

Supporting authors in publishing the results of their research and users in reaching relevant information

1.2.5 Taking into account different perspectives

Cultivating diversity in collections and celebrating it in the community to create a more consistent and objective picture of reality

1.2.6 Extending Access

Expanding the collection, increasing the detectability and access to information, facilitating its conversion into knowledge and developing consistent models of scientific communication

1.2.7 Driving Progress

Providing new, innovative and value-added solutions; based on our knowledge, experience and the past - creating the future.

2

Vision

2.1 Our Vision

Striving to become leaders in broadening world knowledge and intellectual exploration

2.2 Outline of the vision of development of the University Library in Wrocław

The University Library in Wrocław is considered an extraordinary academic library, because in addition to the universal research and teaching book collection, the subject matter of which corresponds to the scientific disciplines represented at the University, it has excellent special collections, which are its great asset. Among these rich resources of cultural heritage the largest collection of richly illuminated medieval manuscripts in Poland and the largest collection of old prints in Poland and one of the largest in Europe - with the second largest collection of incunabula in Poland - deserve special mention. In addition, the pride of our library is its great musical items, cartography, as well as graphic collections, among which there are unique items on a global scale. In the context of the description of the magnificent special collections of the Library, one cannot ignore the extremely rich resource of regionals, which are silesiaca and lusatica from the Silesia-Lusatian collection, thematically related to Wrocław, Silesia and Lusatia. The Silesian-Lusatian collections (newspapers, magazines, compact and ephemeral prints, so-called documents of social life) constitute one of the largest collections on this subject in Europe and provide a huge amount of source materials documenting the multinational culture and rich history of our Region.

Over the past two decades, the University Library in Wrocław has transformed from a traditional library, operating in several separate locations, into a modern academic library, which all its resources, including rich collections of cultural heritage, from 2020, offers users in a modern building, extensively using the latest technological solutions in its activities.

Properly used technology allows us not only to expand the offer of resources for the University with electronic sources of information and tools facilitating their use, but also to develop better remote information about collections (computer catalogs and digitized card catalogs) and offer access to digital copies of source materials (BCUWr) using specialized tools (e.g. streaming based on the IIIF standard). They allow for the presentation of digital copies of special collections with many additional functionalities (added value) and / or with contextual information (eg. GAIK). We can widely implement these modern technological solutions thanks to the high professional com-

petence (mainly digital and information) of our staff and a rich hardware base (scanners, optoelectro-optical devices, computer equipment, two fully equipped server rooms, etc.), which we have consciously built over the last two decades, funded by numerous external grants, based on our creativity and shared vision for the development of the University Library in the 21st century.

Unfortunately, in the last two decades the Library was clearly under-financed, and its annual budget at the University of Wrocław was implemented on average at the level of about 30-40% of actual needs. The lack of stable financing conditions made it impossible to rationally plan the development of the unit. Moreover, the fact of under-financing resulted in the annual budget deficit, which built a poor image of the Library at the University. In such difficult financial conditions of the University Library's operation, it often applied for external funds under grants and implemented numerous own projects.

The University Library has undertaken a number of grassroots initiatives for the benefit of the University. Not only did it create the Digital Library at the University (BCUWr) in 2005, but also saw the need to create a Repository at the University (RUWr), and on it own initiative, with its own financial resources, the University Library implemented this project (2014), creating the opportunity for members of the academic community to present the results of their scientific and research activities free of charge and supporting the Open Access approach at the University. Many solutions based on the use of digital and ICT technology were also implemented to support and optimize intra-library processes. The potential of the University Library in terms of already implemented solutions, skills and competences of staff and equipment facilities - has been recognized at the level of the University of Wrocław and has become the basis for the implementation of the University project - Leopoldina online. The implementation of this project made it possible to disseminate digital competences related to the know-

how of digitization processes in many University units, equip them with appropriate equipment for the digitization of resources and contributed to the consistent presentation of the University's resources in digital form.

After the last stage of the move is completed in 2019 - from 2020, all collections and agendas of the University Library are located in one new building. Finally, in addition to the virtual space of our Library - we can also properly arrange its physical space. In order to improve the user service in the Library - the RFID system is being implemented. Financial resources for this purpose come from an external grant. As a result of these activities, control gates, self-borrowing devices (so-called self-checks) and a book drop box will be installed in the new WUL building, allowing for the return of borrowed collections 24/7. Additionally, free access to the collections (FA) will be launched, organized on two levels of the Library.

Books in FA zones (ultimately about 370,000 newest items) will be arranged by domain, in accordance with the Library of Congress Classification, and equipped with special RFID tags (so-called chips) that will allow the Library users to self-service. In addition, apart from several reading rooms, the Information Center and the public space, equipped with work places - individual work cabins (intended for quiet reading room work) and group work rooms will be opened, where it will be possible to work loudly (e.g. discussions on the preparation of projects, conducting seminars, etc.). Soon, a book machine will be purchased from the grant funds, which will enable remote book borrowing, carried out 24/7, and information kiosks.

The current technological breakthrough forces a new model of universities to play an active role in economic development by implementing knowledge and generating innovation. Moreover, according to the Lisbon Declaration, the main task of European universities is to prepare the European population to play their proper role in a knowledge society in which economic, social and cultural development relies on the creation and dissemination of knowledge and skills. It should be noted that these universal trends also influence the direction of development of contemporary academic libraries. Information and communication technologies help libraries to develop not only the traditional learning and education environment (physical space) but also the digital research environment. The presence of such a virtual space extends the flexibility of the entire research and development environment of the university by effectively developing efficient services that respond to academic needs and can be delivered at the right place and time.

In this context, in the near future, the University Library in Wrocław will develop the so-called Information Commons, a type of amenities designed specifically to organize a space for work, study and delivery of technologically advanced services, centered around an integrated digital environment. This model focuses on libraries whose information space is intended to provide access to network access points and related IT tools situated in the context of physical, digital, human and social resources organized to support the learning process. Therefore, we will intensively combine new information technologies with traditional knowledge resources, in an environment

rich in services, but also focused on the user. Our ambition is for the building of the University Library in Wrocław to act in the future as an interface through which users will be able to contact other people and interact with information resources and cultural heritage contained in our special collections. The library space will be arranged so as to become imbued with technology and interactive, constituting a kind of extension of the seminar room in order to enable joint, interactive education. In the longer term, in line with the principles of the Bologna Process and the Lisbon Declaration, we will strive to introduce such innovations in teaching and learning technologies that will allow us to rebuild the scope and form of services in a way that enables the transformation of Information Commons into a Learning Commons model that provides developed, interactive services, supporting the processes of collaborative learning, self-education and lifelong learning. Learning Commons creates a common learning space that is no longer focused on libraries, as the information space resources are in this model organized in cooperation with educational initiatives sponsored by other academic units or adapted to the expected learning outcomes. Web 2.0 technologies such as blogs, social networking sites, video-sharing sites, and web applications have radically influenced the way information is exchanged and used. Collaborative Learning uses these technologies to provide the best possible service for users and students 2.0. Students easily understand the entertaining and communicative value of the devices they use, so Learning Commons must be taught how these tools can be used for learning and critical thinking. Students must acquire universal skills in order to work effectively and successfully in the future world. To achieve this, they will need to become critical consumers of information, effective problem solvers, capable decision-makers and innovative users of information. They will have to acquire the skills and abilities to adapt to the changes taking place. Learning Commons provides such opportunities for development. It is based on a cross-curricular perspective that uses literacy, numeracy, knowledge, thinking, communication and their practical application as the basis for collaborative learning. Learning together becomes a physical and virtual catalyst where inquiry, imagination, discovery and creativity come to life and become a central element of personal, academic, social and cultural development. In this model, the library space is used to connect students during work, study and social contacts. It should provide the conditions for collaborative learning, problem-based learning, project-oriented learning and self-education. It requires access to comfortable furniture for both individual and group learning, modular furniture that allows users to customize the environment to their needs, access to wireless networks and electrical outlets, multimedia laboratories and staff support, and often coffee shops and / or catering facilities. The Learning Commons should create a safe, inclusive and friendly environment to meet the diverse skills and learning styles of individuals, teams and groups. Virtual learning spaces increase this potential.

Learning Commons is looking for answers to questions and solutions to problems. Searching means emphasizing the development of inquiry skills and nurturing inquiring attitudes or mental habits that will strengthen self-directed learning and enable individuals to continue their search for knowledge throughout their lives.

This change ensures the future of libraries as places of knowledge validation. The debate about their continuity is no longer focused on the struggle between physical and digital content, but on an invitation to renew the space with new educational practices. Especially in the digital age, where students carry the contents of their entire library in their pockets, the role of libraries is more important than ever. Libraries should no longer be places to centralize the acquisition of knowledge, but should turn into spaces around which context and meaning can be created.

Over the next two years, our library will be in a transition phase between the Information Commons and Learning Commons models, representing a transformation model that can be described as a "services' continuum" from information retrieval to primary knowledge creation.

In the longer term, however, the Wroclaw University Library will transform into a Learning Center and Information Competence Center, where learning is the main activity, and the emphasis is on facilitating social exchange through which information is transformed into knowledge.

We want to be open to users and the social environment, adhering to the culture of participation and innovation. In this context, we outline a vision of the development of the Wroclaw University Library as a place of support for "academic freedom", open debate, participation and dissemination of knowledge. We hope that with this approach, the inclusion of new technologies into the physical and virtual space of our Library will become a catalyst that will accelerate its effective transformation into the center of the University's intellectual life.

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Strategic and operational goals of the University Library in line with the assumptions of the strategy of the University of Wrocław

STRATEGIC OBJECTIVE 1
SUPPORT FOR THE DEVELOPMENT OF RESEARCH ACTIVITIES IN UoW

Operational objective 1.1

Development of the potential of the library staff supporting the research staff of the University of Wrocław

Task 1.1.1

Clarification of the principles of selecting highly specialized library staff to support research activities at the University by implementing a human resources policy, including appropriate competence models and employee assessment, affecting their employment, promotion and remuneration

Task 1.1.2

Creating substantive support teams in FA zones for representatives of individual scientific disciplines

Operational objective 1.2

Support for the increase of organizational efficiency in the area of research activity

Task 1.2.1

Selection of the purchase of literature for the WUL collections in close cooperation of the employees of the WUL's Collection Department with representatives of scientific disciplines

Task 1.2.2

Creating an optimal offer of e-information sources for the University

Task 1.2.3

Providing access to the latest literature in the FA area (ultimately 370,000 volumes)

Task 1.2.4

Assistance in drawing up research data management plans

Task 1.2.5

Supplementing the WUL website with a list of scientific portals supporting communication and scientific exchange

Task 1.2.6

Supplementing equipment in the physical space of the Library to facilitate the use of resources

Task 1.2.7

Putting at the disposal of users individual work cabins and group work rooms

Operational objective 1.3

Supporting activities aimed at increasing the scientific position of the University of Wrocław

Task 1.3.1

Assistance in the preparation of scientific publications

Task 1.3.2

Popularizing and supporting free publication of the works of UoW employees in external OA journals (Gold OA, Platinum OA)

Task 1.3.3

Developing the UoW Repository as a platform for publishing works affiliated with the UoW (Green OA, Gold OA) and research data

Task 1.3.4

Implementation and development of IT tools, organizational solutions and digital services supporting the implementation of publishing processes in the OA model

Task 1.3.5

Creating a virtual work workshop for researchers, scientists and teaching staff at the University of Wrocław

Task 1.3.6

Providing employees and students with more and more efficient services and tools related to discovering resources and reaching relevant information as well as managing e-information

Task 1.3.7

Developing open access to digital versions of cultural heritage from the WUL's own collections and other UoW units as well as from domestic and foreign institutions

Task 1.3.8

Involvement in the dissemination of bibliometric tools for measuring and monitoring scientific and research effects

Task 1.3.9

Popularizing altmetric tools

STRATEGIC OBJECTIVE 2

SUPPORT FOR MODERN AND EFFECTIVE EDUCATION

Operational objective 2.1

Supporting the development of teaching staff competences

Task 2.1.1

Provision of information and advisory services (online and direct) related to discovering resources and reaching relevant information

Task 2.1.2

Caring for increasing the competences of employees and students of the University of Wrocław in the management of e-information

Task 2.1.3

Supporting the internationalization of the teaching staff of the University of Wrocław by conducting training in foreign languages in the field of increasing information competences

Operational objective 2.2

Commitment to increasing organizational efficiency in the area of education

Task 2.2.1

Guaranteeing access to open knowledge resources (OA databases, repositories, etc.) through the virtual space (website) of the WUL and through the technical infrastructure available in the physical space of the Library

Task 2.2.2

Creating a virtual work workshop for researchers, scientists and teaching staff at the University of Wrocław

Task 2.2.3

Providing open access to resources for people with disabilities in the physical space of WUL

Task 2.2.4

Preparation of the physical space of the Library for teaching purposes (retrofitting with furniture and equipment)

Operational objective 2.3

Supporting modern and international education and the subjectivity of students

Task 2.3.1

Creating a base for modern education by integrating the physical space of the Library and the resources and services available in it with the virtual space and its resources, in order to optimize users' access to the scientific and research potential offered through the WUL

Task 2.3.2

Providing access to the results of the latest research by dynamically building an offer of licensed and open knowledge resources optimal for the University of Wrocław

Task 2.3.3

Offering multilingual services to researchers and foreign students

Task 2.3.4

Conducting training courses for foreign students in order to increase their information skills

Task 2.3.5

Developing tools of scientific communication in foreign languages to facilitate research and development work for foreigners

Task 2.3.6

Active involvement of WUL in the creation and promotion of the offer of professional education at the University of Wrocław, as well as the offer of self-education and lifelong learning

Task 2.3.7

Supporting multiculturalism and multinationalism in education by promoting rich special collections (multilingual, multicultural) and offering multilingual services

Task 2.3.8

Development of the WUL as an arena for open debate, participation and dissemination of knowledge

STRATEGIC OBJECTIVE 3

DEVELOPMENT OF COOPERATION WITH THE SOCIO-ECONOMIC ENVIRONMENT

Operational objective 3.1

Increasing the participation of WUL employees in cooperation with the socio-economic environment

Task 3.1.1

Analyzing and assessing the potential of WUL employees in the area of cooperation with the social and economic environment

Task 3.1.2

Development of information and digital competences, know-how of digitization and presentation of digital objects as the basis for starting and implementing cooperation between WUL and the socio-economic environment

Task 3.1.3

Building the WUL's relationship with the environment by promoting the current achievements of WUL employees

Task 3.1.4

Setting new directions of cooperation between WUL and the socio-economic environment.

Operational objective 3.2

Increasing the organizational efficiency of the WUL in terms of cooperation with the social and economic environment

Task 3.2.1

Implementation of the communication strategy and image policy of the University of Wrocław and development of an outline of the communication and image policy of WUL on the basis of university documents

Task 3.2.2

Building lasting relationships with graduates of the University of Wrocław based on the use of relationship marketing (CRM)

Task 3.2.3

Development and promotion of WUL's expert offer in the field of development of digital competences, know-how of digitization processes and presentation of digital objects based on streaming technologies and the IIIF standard

Task 3.2.4

Developing the principles of using cultural heritage and other WUL resources and services in building lasting relations and cooperation with the socio-economic environment

Operational objective 3.3

Effective cooperation with the social and economic environment

Task 3.3.1

Continuation of the existing and setting the directions for new cooperation between WUL and domestic and foreign libraries

Task 3.3.2

Development of WUL cooperation with public authorities and administration (at the local and national level)

Task 3.3.3

Development of WUL cooperation with cultural and educational institutions

Task 3.3.4

Development of WUL cooperation with non-governmental organizations

Task 3.3.5

Participation of WUL representatives in academic and environmental bodies

Task 3.3.6

Active participation in conferences, workshops and symposia

Task 3.3.7

Wider involvement in the functioning of international organizations and associations
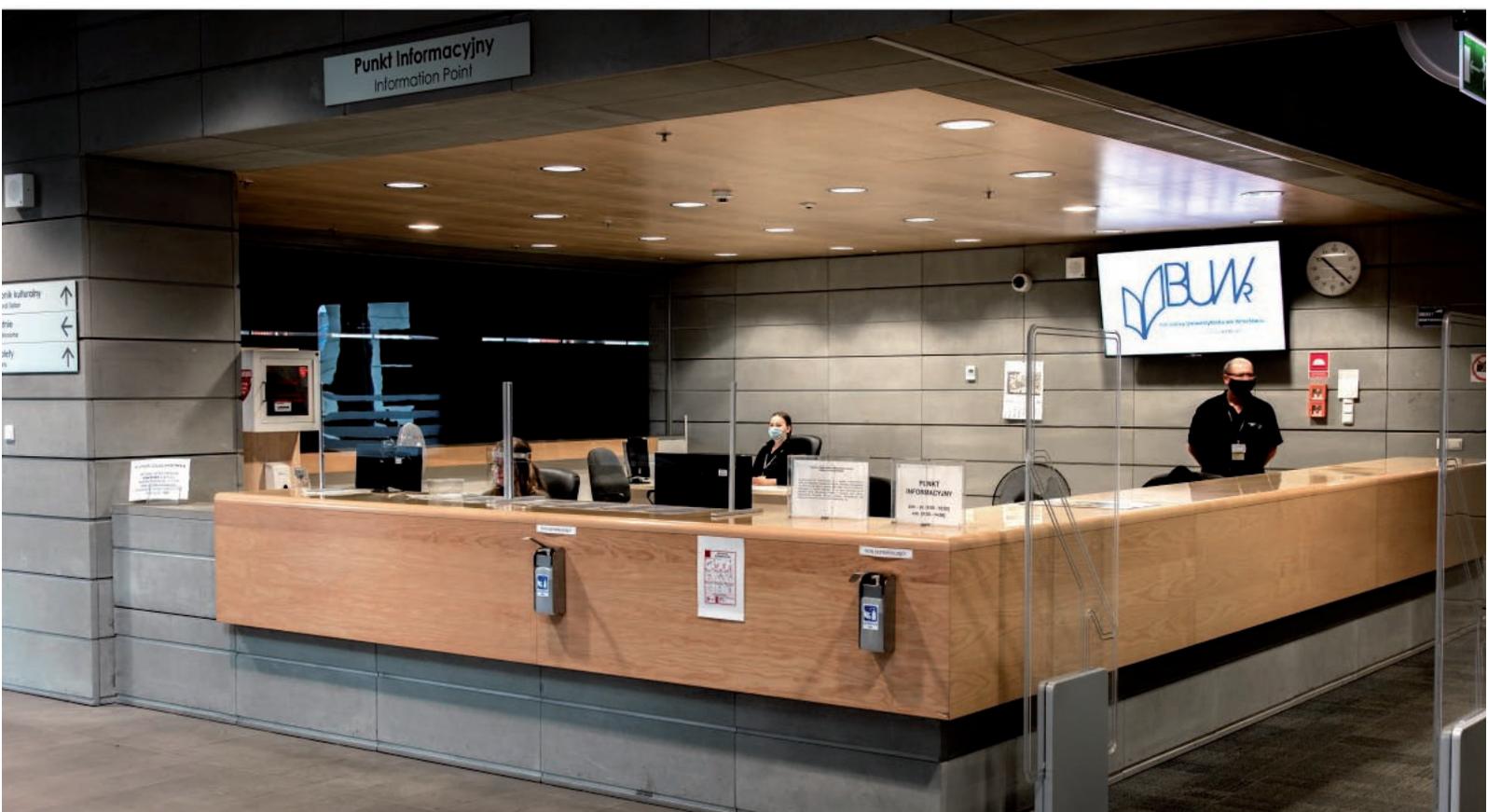
STRATEGIC OBJECTIVE 4

DEVELOPMENT OF SYSTEM MANAGEMENT

Operational objective 4.1

Commitment to increasing the effectiveness of management in the area of personnel policy

Task 4.1.1

Development and implementation of human resources policy for library employees based on university-wide guidelines

Task 4.1.2

Development and implementation of the principles of periodic evaluation of WUL employees

Task 4.1.3

Taking care to increase the sense of identification of WUL employees with their home institution

Operational objective 4.2

Supporting the growth of organizational efficiency in the area of management

Task 4.2.1

Development of rules and implementation of strategic management at WUL

Task 4.2.2

Development of rules and implementation of WUL process management

Task 4.2.3

Optimizing the rules of internal communication and change management at the Wrocław University Library

Task 4.2.4

Adaptation of the organizational structure to the implementation of the goals of WUL and the principles of the University's functioning

Task 4.2.5

Development and implementation of optimal mechanisms of cooperation between WUL and the University

Operational objective 4.3

Increasing the efficiency of financial management

Task 4.3.1

Implementation of financial management principles consistent with those implemented by the University

Operational objective 4.4

Increasing the effectiveness of project management

Task 4.4.1

Adapting to the university-wide rules of applying, implementing, monitoring the effects and accounting for projects

Operational objective 4.5

Development of management computerization

Task 4.5.1

WUL's involvement in the implementation of the IT development strategy based on the information system concept

Task 4.5.2

Development of the WUL's ICT infrastructure and resource centralization

Task 4.5.3

Intensification of the development of IT management systems

Task 4.5.4

Increasing the level of self-service of WUL users, based on shared systems

Task 4.5.5

Further development of the intranet at WUL

Operational objective 4.6

Development of infrastructure and management of non-financial assets

Task 4.6.1

Further development of the Library building infrastructure

Task 4.6.2

Raising funds for repairs, modernizations, etc.