



REFRESHING OCUL'S STRATEGIC PLAN:

A NEW PLAN AND A NEW APPROACH,

2019-2024

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FEBRUARY 25, 2019

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THE OCUL MISSION

OCUL advances research, teaching, and learning by collaborating at scale in the development and delivery of innovative and transformative services, resources, and digital research infrastructure for Ontario's universities.

THE OCUL VISION

OCUL will be a key partner in a transformed teaching, learning, and research environment that surpasses the expectations of students, faculty, and staff across Ontario.

THE OCUL TAG LINE CONTINUES:

Collaborate. Innovate. Deliver.

IN 2019-24 OCUL WILL, INDEPENDENTLY OR IN PARTNERSHIP....

1. **ADVANCE RESEARCH** – OCUL will expand the breadth and depth of research resources available to member institutions. We will seek out innovative strategies for preserving and curating research resources.
 - 1.1. Offer a growing number and variety of digital resources to the OCUL community (curated by commercial publishers, scholarly societies, researchers, or libraries; public domain, Open Access and licensed; purchased, subscribed to and free).
 - 1.2. Seek out effective and innovative strategies for preserving digital library collections and other research resources.
 - 1.3. Provide research data preservation and access for Ontario’s universities and their researchers.
2. **ADVANCE TEACHING AND LEARNING** – OCUL will develop and deliver robust, user-centred and sustainable services to support the academic success of students, faculty and staff at member institutions. We will work to build capacity across member institutions.
 - 2.1. Pilot state-of-the-art services to the OCUL community to meet new and emerging needs.
 - 2.2. Provide services and resources in ways that respect the dignity and independence of all members of the OCUL community at all times.
3. **SUPPORT ROBUST INFRASTRUCTURE** – OCUL will continue to enhance the technological infrastructure and staff expertise required to support 21st century collections and services.
 - 3.1. Strengthen Ontario universities’ technological infrastructure (either independently or in collaboration).
 - 3.2. Work with partners to build a national research infrastructure where OCUL can offer or gain value.
 - 3.3. Strengthen staff expertise to support new collections, services and technological infrastructure.
4. **DEMONSTRATE VALUE** – OCUL will advance the efforts of Ontario’s academic libraries to transform scholarship and revolutionize the delivery of library services and resources by modeling both an evidence-based approach to its practices and a strong focus on communicating value.
 - 4.1. Collect and assess data for all OCUL programs, activities, services, and resources to demonstrate the impact of OCUL programs and services on the scholarly community.
 - 4.2. Communicate the value OCUL brings to teaching, learning, and research across Ontario.

ESTABLISHING AN ANNUAL PLANNING CYCLE

To operationalize the high-level strategic directions and goals over the next several years, the Strategic Planning Group (SPG) proposes that the organization's annual planning year is expressed as May 1 – April 30.

The SPG also assumes that the Plan (and its annual planning cycle) covers the work of both OCUL and Scholars Portal.

Under the proposed new annual planning cycle, the standing committees, the OCUL Executive, the OCUL and SP staff will be asked to produce simple work plans each year. These work plans are expected to be aligned with the Strategic Plan. The focus of the work plan is expected to be the work the group intends to accomplish during the one year time frame, and should indicate how the work leads into multi-year goals. (Given this framing, the work plans are expected to be relatively short.)

OCUL-PA provides the first-level oversight of the various work plans. The group will discuss, ask questions and propose possible revisions relating to the scope of the work, the likelihood of accomplishing the work during the time frame, the alignment with the enterprise-wide Strategic Plan, the amount of OCUL/SP resources (money, time) required to do the work, etc. As the work plan is developed OCUL Communities and Moderators will be consulted as well for feedback.

Once this preliminary vetting has been done, the work plans will be combined into a single enterprise-wide work plan and forwarded to OCUL-PA and the OCUL Executive for comment and feedback.

The Directors will receive copies of the combined annual work plan in advance of the spring meeting. The Directors will approve the annual work plan at the meeting.

The various groups will be asked to provide (extremely) brief updates on their work plans in the early fall for review by the Executive and, ultimately, the membership as part of the fall directors' meeting. The process is not intended to be laborious (1-3 key accomplishments, 1-3 critical milestones going forward, identifying alignment of activities with strategic goals and directions, etc.) It is anticipated that some items on the annual plans will be changed, dropped, added or postponed depending on the circumstances.

The process starts again in December.

DRAFT ANNUAL PLANNING CALENDAR

| MONTH | ACTIVITY |
|-------------------------------|--|
| December / January January | Standing committees assess the success of initiatives conducted during the previous year. Review and revise their work plans. Set targets or identify what success looks like as appropriate. Submit to OCUL office by January 31. |
| February | OCUL & SP staff review and make comments on the standing committee plans. |
| February | OCUL PA reviews the standing committee's assessments of the previous year's work as well as their work plans for the coming year. Asks questions and provides feedback. Standing Committees revise their plan as required. OCUL office combines into a single annual plan document. |
| March | Executive Committee reviews the annual work plan. |
| April | Directors review the annual work plan at the spring meeting. |
| May | |
| June | |
| July | |
| August | |
| September | Standing committees provide a brief status update on their work plans. Are they on track for success? Have any items on the plan been dropped? What has been accomplished? What are the critical milestones going forward? The updates are submitted to the OCUL Office by September 30. A combined document is created. |
| October | OCUL PA reviews the combined standing work plan updates. Forwarded to Executive for review. |
| November | Status updates are reviewed at the fall directors' meeting |

TIME LINE FOR REFRESHING THE OCUL PLAN & PROCESSES

| DATE | | DONE? |
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| PHASE 1: UPDATING THE STRATEGIC PLAN | | |
| Oct. 2016 | Directors participate in "Taking the Temperature" event | DONE |
| Nov 2016 – March 2017 | Use feedback from the "Temperature" event to identify areas of concern. Prepare report on what we heard. | DONE |
| March 2017 | Share report with OCUL Executive. Forward to members. | DONE |
| Apr. 2017 | Present our preliminary report at the spring Directors' meeting. Conduct two short exercises relating to vision and mission. Finalize the draft consultation plan for how we secure feedback from Directors (F2F meeting? Telephone interviews? Both?) | DONE |
| April 2018 | Draft preliminary plan (mission, vision, directions) | DONE |
| April 30, 2018 | Share with OCUL PA. Revise as required. Discuss at April 30 meeting. | DONE |
| May 7, 2018 | Share with OCUL Executive. Revise as required. May 7 | DONE |
| May 24 & 25, 2018 | Share with Directors. Revise as required. (Post by May 17)) | DONE |
| July-Aug. 2018 | Incorporate changes into new Plan. | DONE |
| Oct. 2018 | Share with OCUL and SP staff. Revise as required. | DONE |
| Oct. 2018 | Share with Standing Committees. Ask them to include the item on a teleconference meeting. | DONE |
| Oct. 2018 | Share with Communities. Ask Community Moderators to include information at an upcoming meeting. | DONE |
| Nov. 2018 | Incorporate changes into new Plan. | DONE |
| Nov. 29 & 30, 2018 (Fall Directors Mtg.) | Present Plan to Directors at Fall-2018 meeting for review, revision and possible endorsement. | DONE |
| PHASE 2: REVIEWING OUR COMMITTEES AND COMMUNITIES | | |
| Jan. 2019 | Share revised plan with OCUL Committees, Communities, and OCUL and SP staff for final feedback | DONE |
| Mar. 2019 | Present revised Plan to Directors for endorsement | |
| Mar. 2019 | OCUL-PA begins work on implementing strategic plan and annual planning cycle | |
| Mar. 2019 | OCUL PA discusses and makes recommendations regarding possible changes to the committee structure / mandates. Includes review of communities. Report goes to Executive for discussion. | |
| April 2019 | Report goes to OCUL Executive for discussion. Revisions made. | |
| April 2019 | Report goes to OCUL Directors for discussion. Revisions made. | |
| April 2019 | Report goes to OCUL standing committees and communities for discussion and feedback. | |

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| May 30 & 31, 2019 (Spring Directors Mtg.) | OCUL Directors approve any proposed changes to the Standing Committees as well as any changes to the policies and procedures around communities at the fall meeting. | |
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