2017 OKANAGAN LIBRARY REPORT TO SENATE

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One of the busiest libraries in the UBC Library system, the Okanagan Library prides itself on being an inclusive space, a service-focused team, and a nexus of scholarly engagement. A proactive campus leader, our Library advances research, learning, and teaching excellence by connecting communities, within and beyond the University, to the world's knowledge.
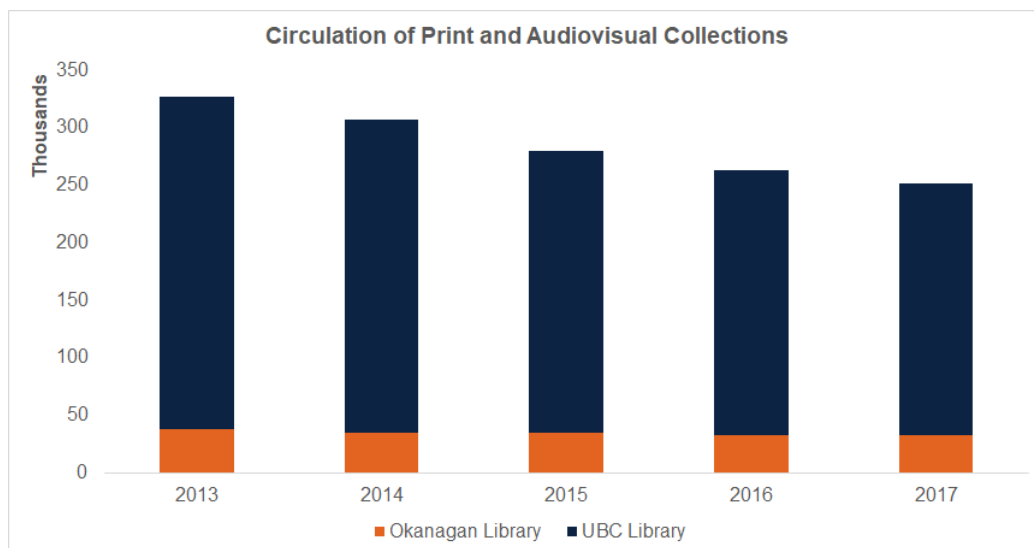
Solidly aligned with the priorities articulated in *Aspire*, the Library continued to make significant contributions to the Okanagan Campus in 2017 through its strategic directions of **creating transformative student learning opportunities**, **facilitating research excellence**, **leading through strong connections and collaborations**, **building dynamic learning and research spaces**, and **evolving as a learning organization**.

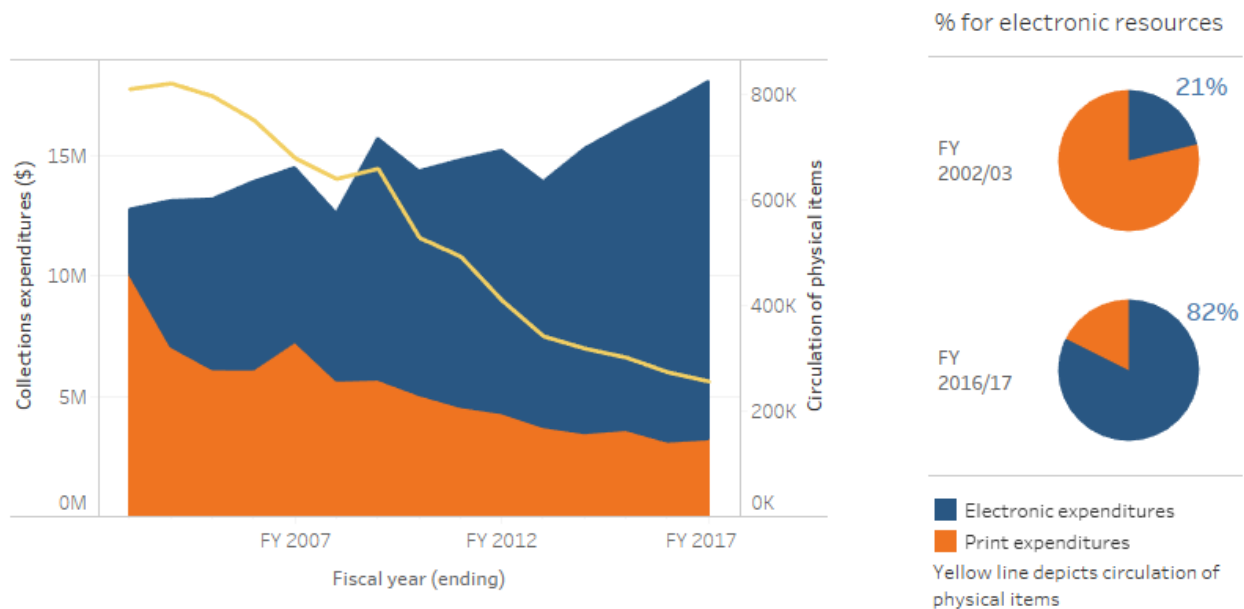## Creating Transformative Student Learning Opportunities

Embedded in student and campus life, the Okanagan Library is integrated in transformative teaching and learning efforts, providing essential services, spaces, and resources for student success. In 2017, the Library reimagined its Learning and Technology Assistant (LTA) program, examined its supports for international students, began a redesign of its First-Year English instructional supports as part of a longer-term strategy to consider the role of information literacy instruction in the curriculum, and piloted several new initiatives through its Writing and Research Services unit.

Optimal access to library resources

UBC Okanagan Library circulation represented over **38,000** transactions in 2017, including book, audiovisual resource, and technology lending. Our physical collections represent a robust, active working collection of approximately **200,775** volumes, with reliance on the Point Grey campus primarily for access to multiple copies and deep research collections.

UBC Library Collections Expenditures & Circulation of Physical Items (2003-2017)

Today, **82%** of UBC Library collections funds are spent on licensing or acquiring electronic resources, reflecting the transformation in scholarly dissemination. Loans of physical materials continue to decline while use of electronic content grows, underlining a shift in usage patterns underway for more than a decade.

Across both campuses, UBC Library has adopted an e-preferred purchasing policy, which provides increased online access to materials to both campuses.

Expanded access to specialized and local collections

Special Collections and Archives

As of December 31, 2017, the Okanagan Special Collections (OSC) contains **2,756** print volumes and continues to grow. This collection represents a significant collection of materials related to the Okanagan region and has attracted community attention as a regional research hub. Two major archival collections were also accessioned into OSC in 2017: the Allison Family fonds (approximately 12 boxes of materials dating from 1890-1950) and the Kootenay Express collection (newspaper run from 1988-2011).

In 2017, just over **1,700** new digital assets were created by the OSC team, with two new archival collections loaded to UBC Library's Open Collections platform: the George Meeres Collection and the Joe Harris Collection.

<u>Public Art Program</u>
As part of the Library's portfolio, the Public Art program continues to expand the University's Art Collection, increasing its breadth and value, and transforming the campus with art installations that enhance the experience of the University's many stakeholders.

We have added to our collection some significant pieces this year, the most important of which is *Pair of Deer* by David Sidley. The Public Art program oversaw the site selection, proposal development, and installation of this major donation in the UBC Okanagan courtyard. The work was inaugurated on June 16th, and it has proven to be a popular and often-photographed addition to the Public Art Collection. The Public Art Advisory Committee also reviewed and approved **fourteen new acquisitions**. Some of these works are significant international and historical additions, such as two works by celebrated eighteenth-century English satirist William Hogarth.

The Curator has been very busy this year with proposals for and installations of art both on- and off-campus. Internally, the Curator has undertaken **fifteen different consultations**, overseeing the process from the proposal stage to the final installation, labelling and cataloguing of the works. These include new displays in the Centre for Teaching and Learning, Student Services, Recruitment and Advising, Faculty of Management, and Faculty of Arts and Sciences. An off-campus installation of note was the arrangement of seven works now displayed at the UBC space within the Okanagan Centre for Innovation in downtown Kelowna.

The Curator also provides assistance for related initiatives within the University community and the community at large. For instance, she is currently in the initial stages of assisting the Indigenous Students' Association, whose successful application to the Equity Enhancement Fund will lead to the creation of a mural representing Syilx culture on campus. The program also continues to offer support to the Interior Health Authority (IHA) for the development of its art program, and maintains continuing relationships with the Kelowna Art Gallery and the City of Kelowna Public Art Program.

Provision of outstanding library services

The Okanagan Library has two primary service points: the campus Library's single service desk and the Innovation Library, located in downtown Kelowna at Okanagan Regional Library's Kelowna branch on Ellis Street. Together, these handled nearly **50,000** individual questions and transactions over the past 12 months. Over **2,100** additional in-depth research consultations took place during the same period through referral to professional librarians.

Reimagining our Peer Technology Assistant program
Each year, the Library hires a group of students to act as Peer Technology Assistants (PTAs). For several years, these PTAs have provided technology, course management system, and basic directional support to students at the Campus Library's Service Desk. With the impending opening of the new Teaching & Learning Centre and renovation of the Library's existing main floor (see p. 16) to create new opportunities for programmable space, we have created an opportunity for each PTA to be responsible, as part of their regular position, to lead at least one program per term. The objective of this initiative is to pilot student-led programming within the Library as a means to engage with students and promote library services and collections. These programs will also contribute to the collaborative, interdisciplinary space that is the Library by fostering a sense of community through shared activities.

Using a proposal form that involves creating a timeline, budget, and set of goals for the initiative, each PTA proposes their ideas – either original ideas, or selections from a pre-existing list of suggestions – to the Library's *Student Outreach Working Group.* Once approved, the PTA is responsible, with the help of a library employee, to ensure that program goals are met. If issues arise with timeline, cost, or logistics, the student is responsible to communicate with their collaborating employee to explain the situation and propose solutions.

The first term of activities was highly successful and included:

- Okanagan Regional Library Pop-up location and Free Library Cards
- Science Literacy Interactive Whiteboards
- Multilingual "good luck" messages for midterms and finals
- Book in a jar contests (3)
- Scavenger Hunt contest
- Digital signage to promote Special Collections
- Library Wellness book display
- Peer Support Network Pop-up location
- Apple giveaway
- Study Tips and Life-Hacks suggestion box with corresponding digital display
- Community Event: Students Helping Staff/Faculty with Personal Tech Questions

Evaluating services to international students
This year, the Library undertook a review of Library services for international students, with a focus on any targeted services the Library might provide to support the needs of the campus' increasing numbers of international students. With the assistance of a Professional Experience student from UBC Vancouver's School of Library, Archival, and Information Studies, the Library:
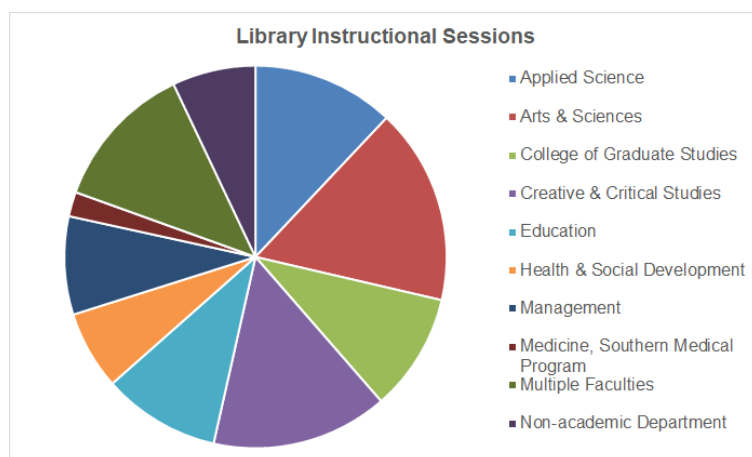
- performed an environmental scan and review of literature related to services academic libraries provide to international students, developed an annotated bibliography, and created an executive summary of relevant themes;
- reviewed 2016 LibQUAL+ results and data from the Office of Planning and Institutional Research to identify themes and trends that might suggest specific areas of improvement/change of interest to international students; and
- prepared and conducted a series of interviews and focus groups with international students and campus partners such as International Student Services.

Results from this process were highly informative. Overall, they reinforced the Library's current approach to service provision, but highlighted the potential for the Library to serve as a hub through which international students could learn about existing campus services and supports. This potential was considered in service and space design for the Library's first floor renovation, reinforcing the need for strong cross-campus relationships and referrals and central, flexible, programmable space in the Library where campus colleagues can create temporary "pop-up" locations to promote their services at times when students might need them most.

New approaches to instructional program delivery

During the period covered by this report, librarians taught over **240** instructional sessions, many of which were integrated directly into course content. Topics ranged from subject-

Library Instructional Sessions

- Applied Science
- Arts & Sciences
- College of Graduate Studies
- Creative & Critical Studies
- Education
- Health & Social Development
- Management
- Medicine, Southern Medical Program
- Multiple Faculties
- Non-academic Department

specific information on search and retrieval strategies to sessions on copyright, scholarly communication and publishing, research data management, performing systematic and literature reviews, critical evaluation of information, and effective integration of published research into academic writing, including appropriate use of citation styles.

With the onboarding of a new Learning & Curriculum Support Librarian in March, an immediate priority was improving coordination of the Library's longstanding First Year English Instructional Program. In 2017, this program saw seven librarians and one graduate co-op student deliver a total of **36** instructional sessions to first year English students, structured around orienting students to the foundational aspects of information literacy, research skills, and library basics. **1,535** students were reached through these sessions, and **12** sections of the course requested additional follow-up instruction following the initial orientation session.

A draft three-year Library instructional strategy has been created and is currently in a consultation phase with our librarian cohort. The strategy focuses on areas such as targeted curriculum/program mapping that identifies required and research intensive

courses within programs that are strong candidates for a Library instruction component, improved communication strategies for the Library's instructional offerings, development of Canvas Commons Modules and internal Library toolkits for reusable learning objects, more robust assessment for the First Year English Instructional Program, and peer observation and professional development opportunities for librarians to help them further develop their teaching practice.

> "The students and I really appreciated the resource-rich demonstration you gave. I am going to be calling on you again in future not only because of the wonderful archive you created for the students in this class, but also because you've shown them how exciting research can be."

Writing and Research Services

The Library's Writing and Research Services unit provides access to a suite of services that support undergraduate and graduate students, post-doctoral fellows, and faculty members in the areas of scholarly writing, publishing, and other critical scholarly communication constructs including copyright and academic integrity. Combined, the undergraduate Writing and Research Centre (WRC) and the Centre for Scholarly Communication (CSC, which serves graduate students, post-doctoral fellows, and

faculty members) held over **2,560** individual appointments and **73** workshops/boot camps in 2016. WRS also provided classroom-embedded sessions that reached over **900** undergraduate students and **85** graduate students.

> "The Centre and the consultants have been very helpful for me to advance my academic writing skills. They are highly experienced and professional. The sessions have always motivated me. My research productivity has been enhanced much by the Centre's assistance."

College Reading and Language Association certification

In September, the Library's WRC received notification that its writing consultant training received College Reading and Language Association (CRLA) International Tutor Training Program Certification (ITTPC). This allows the Centre to issue certificates to peer consultants who have met all of the CRLA-approved requirements. Training program development and evaluation was undertaken collaboratively with colleagues at UBC Vancouver's Centre for Writing and Scholarly Communication, which means the certification applies to the writing centres on both campuses.

<u>Summer Hours Pilot</u>
In response to Vantage College and English instructor requests for WRC summer hours, the Office of the Provost and Vice-Principal Academic provided one-time project funding to explore a cost-effective staffing model to offer writing appointments in the summer terms. While the Academic Integrity Matters (AIM) program profited from the summer pilot, WRC hours were underutilized due to a series of challenges identified through the pilot:

- **Student Workload**: Instructors and students reported anecdotally that the compressed schedule for summer term courses, with many students taking more than one course at a time, left little time for planning a WRC visit. In addition, students reported that they were using time outside of class to work.
- **Limited Hours**: Given budget limitations, WRC hours had to be very limited for the summer. Some students reported that this made it more difficult for them to find an appointment time that worked within their course and extracurricular work schedules.
- **Few Summer Term Course Offerings with Writing Component**: The number of courses that included a required writing component was very limited in Summer Term I and II.

Based on the results of the pilot, the WRC does not plan to establish a regular peer consultation schedule for summer terms. Instead, staff will work closely with faculty members teaching summer courses that contain writing components to determine whether class visits might be beneficial.

> "I really appreciated how [the writing consultant] pointed out the good qualities of my writing, while assessing areas that needed more work at the same time. She is very positive and knowledgeable."

<u>Service Partnerships with the College of Graduate Studies</u>
The Centre for Scholarly Communication continues to work closely with the College of Graduate Studies to find areas of alignment and potential collaborations. In 2017, two such initiatives were launched: a Peer Writing Group Network, which facilitates the formation of peer writing groups by serving as a point of connection for UBC Okanagan graduate students, and a Thesis Formatting Service, which provides students with a flexible, reasonably priced option for resolving issues relating to document formatting (i.e. tables of contents, margins, text formatting, alignment of tables and charts, etc.) while respecting the academic purpose and integrity of the thesis writing and submission process.

> "[The writing consultant] helps me to strategize my way through the multiple tasks that are on my plate right now – including dissertation writing and revisions, applying for post-docs, and communicating with my supervisor/committee. It's easy to feel overwhelmed, but my time with [the CSC] helps me to stay motivated, confident, and on top of it all."

Facilitating Research Excellence

2017 marked significant Library involvement in the evolution of the research enterprise. Research data management continues to be a critical issue – both at UBC and beyond. We have participated in discussions on the UBC system-wide Research Data Management Task Force; continued work with Canadian Association of Research Libraries colleagues in the development of Portage initiatives, including the Data Management Plan (DMP) builder; and are now involved in the Tri-Agency consultations on their draft Research Data Management Policy. More locally, we have been focusing on streamlining services to researchers, supporting open scholarship, and building the research capacity of our UBC Okanagan librarians.

Digital Scholarship Services Review

In a complex and rapidly developing research landscape, it is common in academic institutions for administrative supports to evolve within allied organizational silos, including the Library, Information Technology, and Research Services offices. On the UBC Okanagan Campus, the Library, Advanced Research Computing (ARC), and Office of the Vice-Principal Research (including the Office of Research Services), work very closely to support researchers, but are currently unable to offer seamless transitions between a constantly expanding list of services.

Inspired by similar initiatives at other institutions, the Library and ARC – who collaborate very closely on Research Data Management initiatives – have been exploring the potential for a more formalized partnership that would remove barriers for researchers through the creation of a Digital Scholarship Services (DSS) unit to align and create a storefront for their respective service offerings.

Existing (or in development) researcher-facing services that could be brought together under the umbrella of DSS include:
- Research data management services, including data management planning
- Open scholarship, including support for Open Science Framework (OSF), open data, and compliance with the Tri-Agency Open Access Policy on Publications
- Technical consultations and support for grant applications
- Copyright and author rights, including author retention of rights for deposit and publication
- Improved access to digital research infrastructure (DRI), and implementing and advancing innovative DRI technologies
- Digital asset creation (digitization) services
- Expert technical support and services, including technique- and discipline-specific ARC training

- Preservation of research outputs, including publications (cIRcle, UBC's institutional repository) and data (ABACUS Dataverse)
- Management of academic profiles, including ORCID
- Retrieval and interpretation of traditional and alternative publication metrics
- Support for data visualization and analysis

At present a small steering group that includes representation from the Library, ARC, and the Office of the Vice-Principal Research, as well as faculty advisors from a variety of disciplines, has been assembled to help determine priorities and propose a model for streamlining these services. One proposed model would see the DSS unit organizationally located within the Library's Centre for Scholarly Communication, though services would be provided by the Library and ARC. Referrals to the DSS storefront would be made by the Office of Research Services (ORS) and others affiliated with the Office of the Vice-Principal Research, as well as Associate Deans Research and other campus services. The one-stop shop model would ensure effective referral and follow-through. Implementation of initial steering group recommendations is anticipated to take place in 2018.

Open Scholarship Initiatives
The Library has been an active participant on the Open Science Task Force, a system-wide group tasked to provide recommendations on how to support and facilitate best practices in open science (and more generally, open scholarship) among UBC researchers, implement training of best practices in open scholarship among UBC research faculty members and students, and promote open scholarship at UBC.

As part of exploring these goals, and with the generous support of the Vice-Provost and Associate Vice-President, Academic Affairs in Vancouver, a portion of one Okanagan librarian's time will be dedicated in 2018 to strategic initiatives at UBC Okanagan that represent different aspects of open scholarship and show potential to be scaled to a system level.

Library Researcher in Residence
Our librarians are researchers in their own right, participating as investigators and collaborators on research teams. In support of these efforts, our Library hosted a Researcher in Residence event in December featuring Jane Schmidt from Ryerson University, who spoke about her experience conducting research during a study leave, the challenge of peer review for a topic that takes a critical stance and, following the publication of her article <u>Little Free Libraries®: Interrogating the impact of the branded book exchange</u>, the substantial media attention she and her research partner, Jordan Hale, received.

The day also featured speakers who discussed writing grant proposals, and a panel presentation and discussion of research collaborations. We were pleased to welcome colleagues from UBC Vancouver's Library and Okanagan College Library to share the event with us.

Leading Through Strong Connections and Collaborations

The Okanagan Library regularly and purposefully establishes partnerships with campus and community collaborators in order to advance the University's strategic initiatives and take our passion and expertise outside the Library's walls. In 2017, our community partnership initiatives included our partnership with the National Network for Equitable Library Service, launch of the Library's new podcast series, and growth of projects such as the Innovation Library collaboration with the Okanagan Regional Library (see p. 15), and the Okanagan Region Historical Digitization Project. On-campus and inter-campus projects such as the Inclusive Technology Lab partnership with the Disability Resource Centre (see p. 14) and records management program collaboration with the UBC Records Management Office have also led to expanded opportunities for shared engagement, and we look forward to exciting work in 2018 with both new and existing colleagues.

National Network for Equitable Library Service (NNELS) Partnership
In 2017, the Okanagan Library continued to partner with UBC Okanagan's Community Service Learning (CSL) program and NNELS to provide students with an opportunity to volunteer on campus, and have Canada-wide impact. Through this partnership, students read and record children's books using the Library's recording studio, creating audiobooks to add to the NNELS online collection. Individuals from across Canada with perceptual disabilities can then access the audiobook files through their public library.

> "This was an unexpected reprieve from my regular studying! I really enjoyed this project."
>
> "Learning about who has access to books and who needs access was really interesting."
>
> "I plan to be an elementary teacher, and this seems like really relevant work experience."

Frequencies Podcast Series
During this year's Science Literacy Week, the Library launched its *Frequencies* podcast series, wherein UBC researchers discuss their research in a new, accessible format. Each season will revolve around an emerging topic or current event, with each episode tackling the issue from a different perspective. The first two seasons were released in 2017:

- **Season 1 – In Science**: For Science Literacy Week 2017, *Frequencies* explores the connections between science and society: the implications of scientific research on our culture, how scientists communicate their ideas, and how our society responds.

- **Season 2 – Open Access**: There are many ways to make academic research and resources freely available, but complex challenges face us in capturing, sharing, and communicating them. Season 2 of *Frequencies* celebrates Open Access Week 2017 by exploring some of these issues in greater detail.

Okanagan Region Historical Digitization Project

The Okanagan Region Historical Digitization Project (ORHDP) is an initiative that promotes access to unique historical resources currently maintained in a wide range of repositories throughout the Okanagan Valley. The digitization project will ultimately provide online access to scanned copies of these local resources worldwide on a 24/7 basis and has received an overwhelmingly positive response from the Okanagan community. Many of the organizations approached to participate were quite small – with commensurate budgets – and have neither the time nor the technology to conduct this digitization work. Overall, they recognized an alignment with their mission, which includes a principled commitment to contributing to the public trust of historical materials, considered this a welcome hand of assistance in the form of resources and expertise, and saw the project as a valuable opportunity for their archive to reach a much larger audience.

In 2016, the project proposal garnered donor support. UBC archivists on the two campuses worked collaboratively through late 2016 and early 2017 to conduct a pre-digitization survey with interested institutions/organizations and develop a clear understanding of what has been digitized, current platforms used to access any digitized materials, level of descriptive information (metadata) available, and priorities for preservation.

Then, in Summer 2017, student digitization teams were trained and began the site-based work of digitizing and uploading identified collections to a web-based portal which utilizes the provincially recognized *Arca* platform. This portal, aptly named "Digital Okanagan History," will officially launch in early 2018, featuring selected holdings from 11 repositories throughout the Okanagan Valley. Over **30,000** digital assets have been collected as part of this initiative; approximately **3,000** will be available on the launch date with the rest being loaded to the platform incrementally as the necessary processing and metadata work is completed.

This unique initiative positions UBC Okanagan as a regional leader in digital preservation.

Records Management

In November 2016, UBC Okanagan Campus Library proposed to phase in a service-based records management program aimed at reducing risk, increasing statutory and policy compliance, and stewarding the campus' archival record.

The formation of a records management Community of Practice for campus administrators has been a success. In total, **nine** meetings have been held, and the group has representation from **thirteen different units**. This realizes the goal of establishing a channel for both communicating guidance and receiving input.

A list of candidate units for records review services based on reported risk profiles has been developed and **two pilot projects** were undertaken by the Records Management team this year:

- A **tailored electronic records review service** piloted with a single unit. Services delivered to this unit through the pilot include a department-level information management policy, new electronic folder schema, implementation plan, and customized naming convention. Building on the success of the pilot, the Records Management team has begun digital readiness work with eight more administrative units; and
- A **records storage program** pilot launched, providing participating units with full-service records storage for paper records. This pilot helped to develop successful records storage workflows, which will transition smoothly to the increased capacity afforded by the move to the TLC.

The team is also working on **two additional projects**, both of which rely on strong cross-campus collaboration with colleagues in Vancouver:

- Creation of an **Online Payment Tool (OPT) Digitization Policy Development Committee**, which will articulate the functional requirements of a digitization program that would permit the recognition of a scanned image as the authoritative record, and allow the destruction of the paper referent; and
- Creation of a **Digital Transfer Tool Working Group**, which will develop an effective means to transfer digital records to archival custody.

Building Dynamic Learning and Research Spaces

The Library is in a state of rapid change in terms of its learning and research spaces: with the evolution of the recently opened Inclusive Technology Lab and Innovation Library, and the imminent opening of the campus Teaching & Learning Centre in Fall 2018, we welcome the opportunity to increase the functionality and aesthetic of our spaces to provide students with the best possible experiences as they progress through their academic careers.

Inclusive Technology Lab

In 2017, **140** students registered with the Library's Inclusive Technology Lab (ITL); 86 were new to the ITL and 54 were returners from the previous year. The Lab also facilitated **206** loans of specialized technology to **57** individuals.

Thanks to generous donor support, the Library formalized an ongoing, part-time ITL Coordinator position which holds weekly drop-in hours and provides individual consultations. In 2017, **118** individual consultations on how to use assistive technology were conducted by the Coordinator; in addition, she led **three workshops** on assistive software and made **two in-class presentations** to computer science students about assistive software and the ITL. Peer Technology Assistant duties were also modified to include peer drop-in support in the ITL; since September, two students have answered **26** peer technology questions in the Lab. The Library holds one event per term in the ITL with the goal of increasing community amongst students, raising awareness of the services and technology available, and gathering feedback on our efforts.

The ITL has an Advisory Council comprised of students, staff, and faculty from across campus. This group meets twice per year and provides guidance on how to improve ITL services and programming; members are also working with IT, Media, and Classroom Services to explore options for improving access to some assistive technologies campus-wide.

Since the Lab's renovation and expansion in 2016, students have become more familiar with the technology available, and use it in more individualized ways. Technology consultations have increased substantially, expanding the scope and depth of the software and tools being used. For many users of the lab, the peer-to-peer guidance has done more than simply provide motivation and support; it has helped to create a sense of community and mitigated anxiety over using the equipment and services, resulting in many students using the Lab's technology to a fuller potential. This specialized public space allows students to study in a manner that matches their own distinctive needs, and promotes a more inclusive campus relating to disability issues.

"Students found the hands-on experience with the hardware a great way to learn about the resources available to them. They really enjoyed the software demos and found them really useful for their own studies. Some students even signed up to volunteer to help out in the Lab because they thought the Lab is a great way to support the students' learning experience."

Innovation Library

In 2015, the UBC Okanagan Library, in collaboration with the Okanagan Regional Library (ORL), launched its physical presence within the downtown Kelowna branch of ORL, allowing members of the Okanagan community and the university access to UBC's vast online information resources in a convenient urban location.

In 2017, the Innovation Library relocated within ORL's Kelowna branch to a higher-visibility location and underwent a minor renovation that included addition of improved furnishings and technology. Numbers of visitors have increased over the past year, and with the August onboarding of our new Communications & Engagement Librarian and UBC's decision to be present in the Okanagan Innovation Centre, we look forward to working more closely with our downtown colleagues and neighbours to further raise the Library's profile.

Visitors to the Innovation Library last year were engaged in a wide variety of research endeavours. The space is extremely popular with genealogical researchers from the community, and our student librarians have presented several times to this group, including in a dedicated session this year that saw 13 local researchers book a group tour of the facility. Student users have come not only from UBC Okanagan, but also from other educational institutions, and include distance learners from institutions such as Athabasca University. Community users varied from historians to scientists, retired professors to guest lecturers.

2017 programs included the summer's Genealogical Society event *Where was your family 150 years ago?* and September's highly successful *Queer in Kelowna: A community-university conversation* events, both hosted in partnership with the Okanagan Regional Library. Earlier in the year, the Innovation Library hosted community members from the Ki-Low-Na Friendship Society enrolled in UBC Okanagan's Downtown Education Project, UBC Okanagan's 2017 Writer in Residence, and the Faculty of Creative Studies' Creative Writing Workshop. The Library is currently engaged in a planning cycle with ORL to set potential dates and topics for upcoming joint programming.

Teaching and Learning Centre and Library Main Floor Renovation

Currently under construction, UBC Okanagan's Teaching and Learning Centre (TLC) seeks to reimagine the campus learning experience, facilitate interdisciplinary research opportunities, and contribute to community engagement. Connected to the existing Library on its main and third floors, the TLC considers emerging technology requirements, and responds to student demands for interactive spaces that support both collaborative and independent work.

The TLC's spaces and services collectively represent a unique assembly of campus partners dedicated to providing outstanding facilities and support to students, faculty, and community members involved in teaching and research, learning and engagement. Key features include:

- Hundreds of student seats for informal study and learning, in a variety of configurations including individual and group, active and stationary, collaborative and quiet, basic and technology-enhanced;
- Special Collections & Archives Vault and Reading Room for preservation and consultation of rare and valuable materials as well as institutional records;
- Technology-rich Teaching & Visualization Lab to support enhanced teaching and research;
- Engagement Theatre, for public presentation and community engagement;
- Café;
- 400-seat lecture theatre, specifically developed to support innovative pedagogy;
- Digital Media Technology Centre for creation of multimedia (video and photo creation/editing, 3D modeling), including training space;
- Shared Helpdesk space, with support and staffing provided by IT Services/UBC Studios and the Library; and
- Graduate Student Commons and workshop rooms.

In parallel with TLC construction, the Library is planning a renovation to its main floor which will better align services and spaces between the two facilities. While still in the design and budget stages of development, key elements of this renovation include:

- A reimagined service zone that removes physical barriers and better showcases Library and other campus supports for student learning;
- An active learning classroom that will support Library instruction activities and, in partnership with the Centre for Teaching and Learning, offer a new kind of learning environment for

instructors interested in further developing their teaching practice;

- A satellite Okanagan Regional Library (ORL) location that will offer a rotating leisure reading collection and the opportunity for on-campus holds pickup; and
- Improved seating options for informal learning, in configurations to encourage both individual and collaborative work.
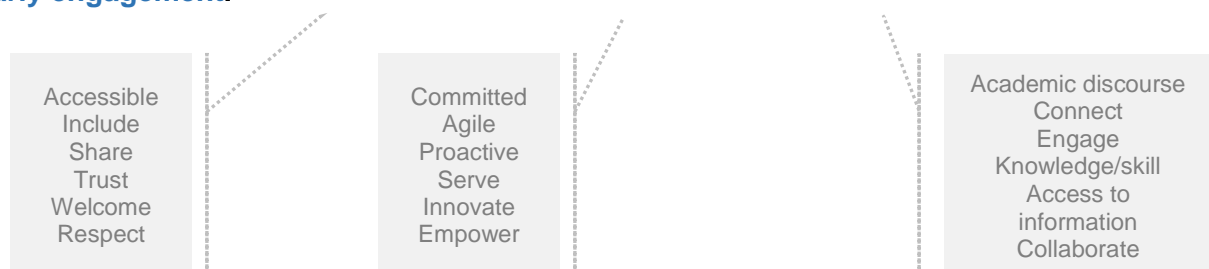
Evolving as a Learning Organization

As an organization, the Library is committed to employee growth and development. 2017 saw us continue our efforts in ongoing employee training, including again hosting our Leader in Residence program, adding a Researcher in Residence Program (described on p. 10), organizing a second "Culture Crawl" day, and conducting an internal work preferences survey in preparation for appropriate staffing to support the opening of the Teaching and Learning Centre in 2018.

Most importantly, however, the Library launched and socialized its revitalized Mission, Vision, and Values (MVV), developed based on a consultation process with employees, stakeholders, and partners.

MISSION:

UBC Okanagan Library is an inclusive place, a service-focused team, and a nexus[1] of scholarly engagement.

Accessible	Committed	Academic discourse
Include	Agile	Connect
Share	Proactive	Engage
Trust	Serve	Knowledge/skill
Welcome	Innovate	Access to
Respect	Empower	information
		Collaborate

The words in the grey boxes are not part of our actual mission statement – they're the values and phrases that resonated with UBC Okanagan Library employees and stakeholders in a combination of survey and focus group consultation that were conducted as we developed it. The proposed mission statement tries to capture their spirit in a format that's brief and easy to understand.
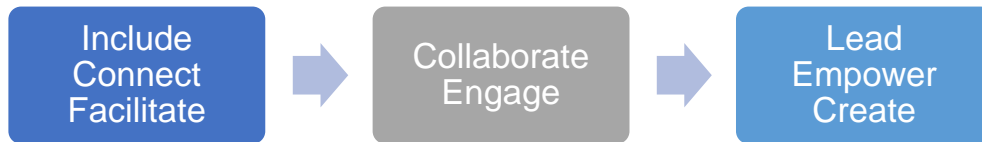
[1] *Nexus: A bond, link, or junction; a means of connection between things or parts. A central point or point of convergence; a focus; a meeting-place. (Oxford English Dictionary, www.oed.com)*

VISION:

Lead by example. Empower by design.

As we crafted our vision, we realized that most of our constituents preferred something that was short but not too vague, abstract, or exclusive. We hope that our vision statement inspires with language that's concise and active. Expressing that what we do is "by design" reflects our commitment to thoughtful, intentional, and strategic engagement and decision-making.

VALUES:

Include Connect Facilitate	→	Collaborate Engage	→	Lead Empower Create

Our values define who we are as an organization and flow, in this diagram, from left to right, reflecting the evolution from foundational services, to partnerships and collaborations, to actions and attitudes we hope to encourage in those who work here. As an example, UBC Okanagan Library's *inclusivity* is a foundation for *collaboration* that *empowers* library employees and users alike.

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We look forward to these new perspectives and commitments forming the basis for a 2018 planning cycle, which we hope to initiate following the launch of UBC's new strategic plan.