



BUS Master Plan **2022-2026**

Our goal, your aims



BUS

Master Plan

2022-2026

Our goals, your aims

Publisher

Universidad de Sevilla Library (BUS)

Electronic version

<https://bib.us.es>

Design

Gráficas La Paz de Torredonjimeno S.L.U.

Translation

Servicio de Traducción, Centro
Internacional de la US

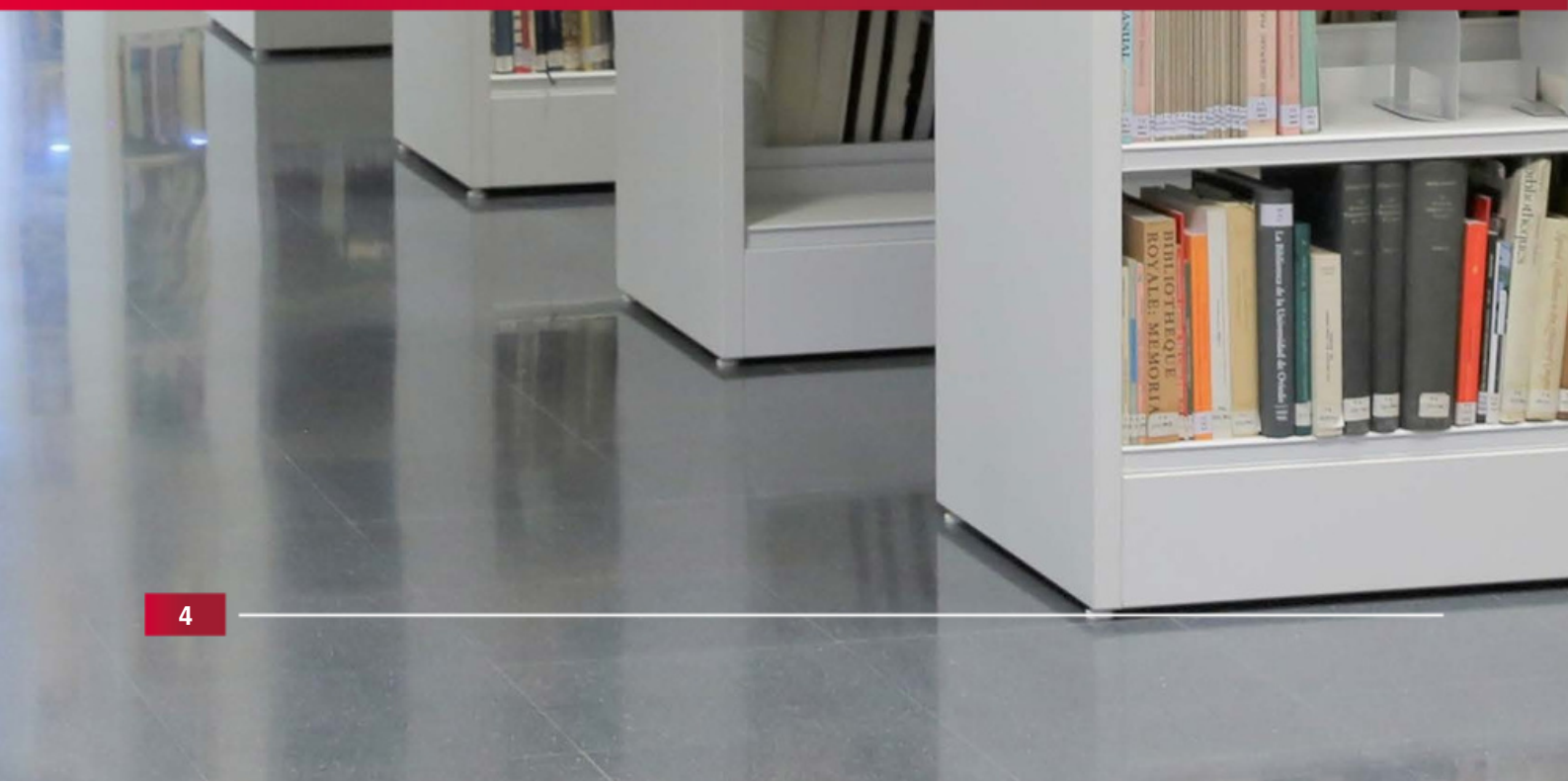


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01. INTRODUCTION



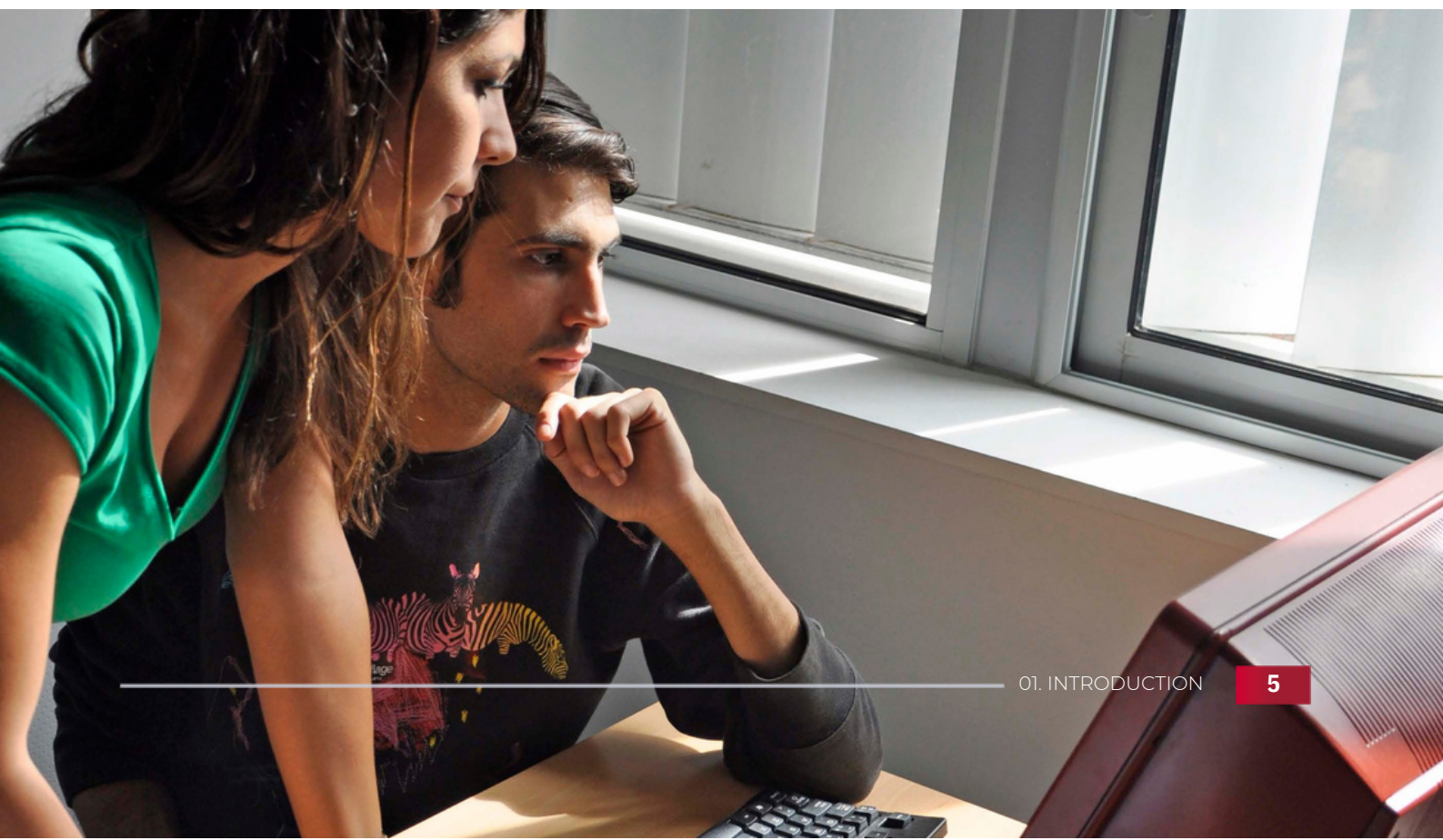
01. INTRODUCTION

This 2022-2026 Master Plan (PD22-26) is Universidad de Sevilla's Library (BUS) seventh such plan and is presented with the motto: Our goal, your aims. PD22-26 will build on the advances made in previous plans, as well as meeting the challenges thrown down by both the Institution and Society itself.

PD22-26 has 5 strategic lines covering the 16 strategic goals that together make up the Library's route map for the next four years.

1. Contributing to Knowledge creation.
2. Enabling knowledge transfer.
3. Driving digital transformation.
4. Advances in people management and continuous improvement.
5. Giving momentum to projecting the BUS as an organisation of excellence.

This Plan is aligned with Universidad de Sevilla's Strategic Plan for the next few years, as shown in Annexe 7.5





02. CREATION PROCESS



02. CREATION PROCESS

PD22-26's Creation process began when its Steering Committee formed by the following members was constituted:

- Charo Gil, Library Director. PD22-26 Manager
- Almudena Pobil. Head of Planning and Projects Service
- Carmen Muñoz. Head of Projects and Spaces Department. PD22-26 Coordinator
- Victoria Tejada. Head of Collection Management Service
- Juan Antonio Barrera. Head of Collection Management Service
- Mariví Jiménez. Head of Technology and System Service
- Marisa Balsa. Head of CRAI Antonio de Ulloa Service
- Ana Surián, Section Head, Education Sciences Dept. Library
- Anabel García Morte. Head Educational Sciences of Department

In order to analyse the libraries' future scenario, seven focus groups were set up. The following list shows the trends analysed and the group members:

- Alliances and Social Responsibility: Ana Surián, Coordinator, Almudena Iturri, Mercedes Díaz and Ana Sancho.
- Research Support: Juan Antonio Barrera, Coordinator, Amparo Miranda, Rafael Valenzuela, Carmen Muñoz García-Liñán, Jorge García and Miguel Varo.
- Spaces and Infrastructure: Marisa Balsa, Coordinator, Eugenia Garrido, Ángeles Nieto and Pepa Salas.
- Teaching and Learning Support:
 - Learning Support: M^a José Martínez, Coordinator, Carmen García, Mariló López and M^a Ángeles Segura.
 - Teaching Support: Inmaculada Muñoz, Coordinator, Marta Suárez, Leonor Cea, Miriam Moscoso and Victoria Santos.
- Transformation and Innovation: Mariví Jiménez, Coordinator, Lorenzo Bermúdez, Javier Escudero, María Luis, Víctor Moya, Paz Sánchez and Javier Villanueva.
- People: Lourdes Muñoz, Coordinator, Yolanda Lucas, Charo Pérez and Elena Prendes.
- Management, Organisation and Strategy: Almudena Pascual del Pobil, Coordinator, Anabel García, Juan A. González, Laura Millán and María Lucio-Villegas

After the Steering Committee had drawn up and analysed the SWOT and the first draft of the Plan had been created, the focus groups submitted their contributions and suggestions. To this end, a participatory process involving a questionnaire created using LimeSurvey and accessed via the web page was set in motion.

This formula enabled BUS staff, providers, allies and Society as a whole were able to take part and have a presence in the Library's strategy for the next few years. Once all of the submissions had been collected, the new PD22-26 Master Plan was drawn up in collaboration with the Planning and Projects Service.

Simultaneously, the Communication and Marketing Department was working on drafting and then developing a Communication Plan. The Plan was then communicated to the BUS staff and then finally presented to, and approved by, Universidad de Sevilla's Board of Governors.

SCHEDULE

STAGE	TASKS	NOTES	DATE	BODY IN CHARGE
1	Management Team Presentation	Presentation of the methodology and work plan. PD22-26 Steering Committee formed.	sept. 2020	Management
2	Steering Committee Formation	Charged with defining the reference framework and monitoring	sept. 2020	Management
3	Focus Groups Formation	7 groups, each led by a Steering Committee member. They aim to analyse trends in the libraries.	oct.-nov. 2020	Steering Committee
4	Drawing up Trend Reports	Reports: Alliances and Social Responsibility Research Support Spaces and Infrastructure Learning Support Teaching Support Transformation and Innovation People Management, Organisation and Strategy	11 nov.-15 febr. 2021	Steering Committee and Focus Groups
5	Identifying future University library scenarios and analysing the internal situation	Drawing up a reference framework for internal and analyses. Focus reports and identifying KSF.	16 febr. - 13 mar. 2021	Steering Committee
6	Drawing up the SWOT Matrix	SWOT based on the findings in stage 5	15 mar. - apr. 2021	Steering Committee
7	1st Draft of the Plan	Identifying aims and designing strategies. Allotting processes. Defining indicators	may. - jul 2021	Steering Committee
8	BUS staff deliberation and consensus	Web-based deliberation via LimeSurvey, based on stage 7 proposals	sept. 2021	All Interest Groups
9	2bd Draft of the Plan	Incorporation of proposals arising from the previous stage	oct. 2021	Steering Committee
10	Definitive PD22-26		nov. 2021	Planning and Projects Service
11	Drawing up a Communication Plan	Publishing, communicating and disseminating the PD22-26	nov. 2021	Drafting Group and Planning and Projects Service
12	Presentation of PD22-26 draft to the Best Practices Symposia, or JBP (Spanish initials)	A brief description of the Master Plan's axes and of its main strategic aims. First presentation of the plan to the BUS staff	dec. 2021	Management
13	Plan presentation and its approval by Universidad de Sevilla's governing bodies	Presentation to the Vice-Rector of Research Investigation to Universidad de Sevilla's Governing Body for approval	dec. 2021	Management
14	Developing the Communication Plan	Setting up specific internal and external communication actions for all interest groups	dec. 2021	Planning and Projects Service + Coordinating Group + Department Library Managers
15	Evaluation and monitoring	Implanting and rolling out operational objectives in the project manager app. Twice-yearly monitoring of its evolution and annual monitoring of its compliance. Revision. Final evaluation.	2022-2026	Management and Steering Committee





03. SUSTAINABLE DEVELOPMENT AIMS



03. SUSTAINABLE DEVELOPMENT AIMS

Sustainable Development Aims (SDA) are a universal call to action aimed at improving the life of everyone on the planet, with especial emphasis on putting an end to poverty, protecting the environment and combatting inequalities.

In 2015, 193 countries, including Spain, undertook to fulfil the UN's 17 SDA by 2030. Universidad de Sevilla, as a Higher Education Institution, and an agent for development cooperation sees this undertaking as essential. In its latest Plan, the Spanish Network of University and Scientific Libraries (REBUIN, Spanish initials) state that such libraries must make their own contribution to the UN Agenda.

SDA are transversally present in almost every aspect of the Master Plan, especially SDAs 4, 8, 9, 10, 11, 16 and 17. Each of the Plan's aims and actions will be linked to their corresponding SDA action. This Plan, in line with the 2030 Agenda, provides for the implementation of sustainability actions from three aspects: environmental, social and economic.

From an environmental perspective the plan aims, as far as possible and regulations permitting, to encourage both the sustainable acquisition of environmentally friendly materials and the efficient management of resources. In this way the BUS will collaborate with the circular economy and promote environmental sustainability both within and outside the university community.

In economic terms, the BUS has always been aware of the importance of stimulating the local economy with the aim of creating sustainable communities and it directs its efforts towards combining efficient economic-financial management with stimulating the economy of its immediate environs. Due to the fact that it sees the sharing of sustainability values with suppliers as something of prime importance, this Plan will, therefore, encourage sustainable contracting to the greatest possible extent.

On the social plane, through this Plan the BUS will encourage actions that aim to facilitate Open Science and equal access to information; to facilitate the dissemination of its documentary and library heritage, and to contribute towards levelling up.



04. AIMS, VISION AND VALUES

AIM

To provide excellent, innovative and sustainable services and information, thus contributing to achieving the aims of Universidad de Sevilla.

VISION

To be a referent in the provision of excellent, innovative and sustainable services and information that will support knowledge creation, knowledge transformation and knowledge transmission to Universidad de Sevilla, to academia and to Society.

OUR GUIDING VALUES

Commitment. We are committed to achieving Universidad de Sevilla's aims

Innovation. We offer our user community services and generate new ideas, while being at all times adaptable, dynamic, creative and collaborative.

Equality. We defend equal opportunities, diversity, inclusion and tolerance.

Exemplarity. Our work is honest, rigorous and transparent.

Sustainability. Responsible sustainable development of the environment, of Society and of the economy underpin our activity.





05. STRATEGIC LINES



LINE 1:
CONTRIBUTING TO
KNOWLEDGE
CREATION

LINE 1

CONTRIBUTING TO KNOWLEDGE CREATION

We will reinforce our commitment to supporting the University's production, management and dissemination of scientific production and will encourage Open Science in order to contribute to the current transformation happening in knowledge creation. This will be achieved by offering services that are adapted to the needs of researchers and we will support the evaluation and dissemination of scientific production.

1.1. ADVANCE THE MANAGEMENT AND DISSEMINATION OF SCIENTIFIC PRODUCTION

- Designing and applying tools for analysing, evaluating and disseminating research activity
- Giving editorial and publication support to research staff
- Offering new Prisma services
- Encouraging digital Humanities
- Collaborating with Universidad de Sevilla's publishing house to improve its publications' visibility and position

1.2. MEASURES TO ENCOURAGE OPEN SCIENCE

- Promoting transformational agreements for Open Publishing
- Offering new developments in idUS
- Supporting research data management

1.3. PERSONALISED SERVICES FOR RESEARCH STAFF

- Supporting research groups and Institutes
- Setting up support mechanisms for researchers joining Universidad de Sevilla
- Integrating research support into Universidad de Sevilla's portals
- Collaborating with academic honesty policies

SOME INDICATORS



Nº of publications in
PRISMA



Nº of *idUS* downloads



Nº of training courses
for research staff



Nº of registered
PRISMA visits



% of publications authorised
in transformational
agreements



Nº of documents
deposited in *idUS*



Nº of datasets deposited in
the repository



LINE 2
ENABLING
KNOWLEDGE
TRANSFER

LINE 2

ENABLING KNOWLEDGE TRANSFER

We will get behind those projects that facilitate knowledge transfer through spaces that encourage innovation and the exchange of ideas, development and access to a rich library fund that supports Institutional aims and personal development and that offers integrated training that adapts to the university community's different learning needs, promoting critical thinking and enabling lifelong learning.

2.1. ADVANCES IN CREATING AND ADAPTING PHYSICAL AND VIRTUAL SPACES

- Creating new spaces
- Drafting a Facilities Transformation Framework Document
- Reorganising spaces
- Designing a new user-experience-centred webpage

2.2. DEVELOPING AND EXPLOITING OUR COLLECTIONS

- Improving the dissemination of the library's collections
- Creating a Recommended Bibliography Plan for each of our qualifications
- Defining and implementing a collection management policy in line with a systematic evaluation of resources
- Implanting a Conservation Plan for the BUS' Antique Funds

2.3. SUPPORT FOR EDUCATIONAL INNOVATION

- Integrating library resources into the teaching structure
- Promoting the creation and use of Open Educational Resources - REA – (Spanish initials)
- Encouraging training in digital skills

SOME INDICATORS



Visits to the Library website



Nº accesses to Open Educational Resources



Nº of e-book downloads



Visits to the Library's FAMA catalogue



Percentage of subjects with recommended reading links



Nº training courses for students



Degree of user satisfaction with the facilities



Nº of electronic publication downloads



LINE 3 DRIVING DIGITAL TRANSFORMATION

LINE 3

DRIVING DIGITAL TRANSFORMATION

We will develop a digital transformation plan setting out the Library's digital strategy. We aim to update the BUS' technological infrastructure, set new services in motion and personalise those that already exist in order to facilitate relationships with citizens, guarantee the conservation of the Library's funds and drive the digitalisation of the Library's own internal processes.

3.1. UPDATING DIGITAL INFRASTRUCTURE INTEGRATING ALL OF THE LIBRARY AMBITS' TOOLS AND RESOURCES

- Drawing up and implementing a new 2022-2026 Technological Plan
- Implementing New Technologies and updating pre-existing ones
- Implementing National Security Plan measures

3.2. GUARANTEEING THE DIGITAL CONSERVATION OF UNIVERSIDAD DE SEVILLA'S LIBRARY AND DOCUMENTARY HERITAGE

- Implanting a Digital Preservation Plan
- Ensuring the availability of working documents in the Cloud

3.3. INNOVATIVE USER-EXPERIENCE-BASED SERVICES

- Creating new applications to improve Library services
- Connecting the different communication channels
- Implementing new applications and features in SIGB Alma
- Implementing new applications and features in the Fama Catalogue
- Initiating AI-based projects
- Using Linked Data technology

SOME INDICATORS



Digital Transformation Plan



Number of apps and features implemented in SIGB Alma



Annual percentage of computers renewed



New 22-26 Technological Plan



Number of apps and features implemented in the Fama Catalogue



Ratio of students to publicly-available computers



Digital Conservation Plan



Degree of user satisfaction with the IT equipment



LINE 4

ADVANCES IN PEOPLE MANAGEMENT AND CONTINUOUS IMPROVEMENT

LINE 4

ADVANCES IN PEOPLE MANAGEMENT AND CONTINUOUS IMPROVEMENT

We will continue to work on a quality management system to offer services that adapt to the new challenges thrown down by a changing environment. A new organisational model will therefore be defined, while staff specialisation, creativity and innovation will be encouraged.

4.1. ADVANCES IN CHANGE MANAGEMENT AND IN CONTINUOUS IMPROVEMENT

- Consolidating the EFQM quality management model
- Measuring investment impact and return
- Improving the mechanisms to detect interest groups' need and expectations
- Implementing the BUS' Sustainability Plan

4.2. DEFINITION OF AN ORGANISATIONAL MODEL THAT ADAPTS TO NEW DEMANDS

- Updating staff profiles and skills to deal with new challenges
- Designing a Remote Working Plan
- Drafting a Plan of Succession
- Collaborating in the process to convert Library Staff into functionaries
- Setting up a new Library organisational structure
- Updating the library staff's profiles and skills to meet new challenges

4.3. REINFORCING KNOWLEDGE MANAGEMENT AND A SENSE OF BELONGING

- Increasing staff commitment to Library projects
- Facilitating staff mobility
- Enhancing training in digital and professional skills
- Enhancing inter-staff knowledge transfer.
- Improving internal communication

SOME INDICATORS



Nº of improvement actions



Nº of hours of staff training



Percentage of BUS staff in working groups



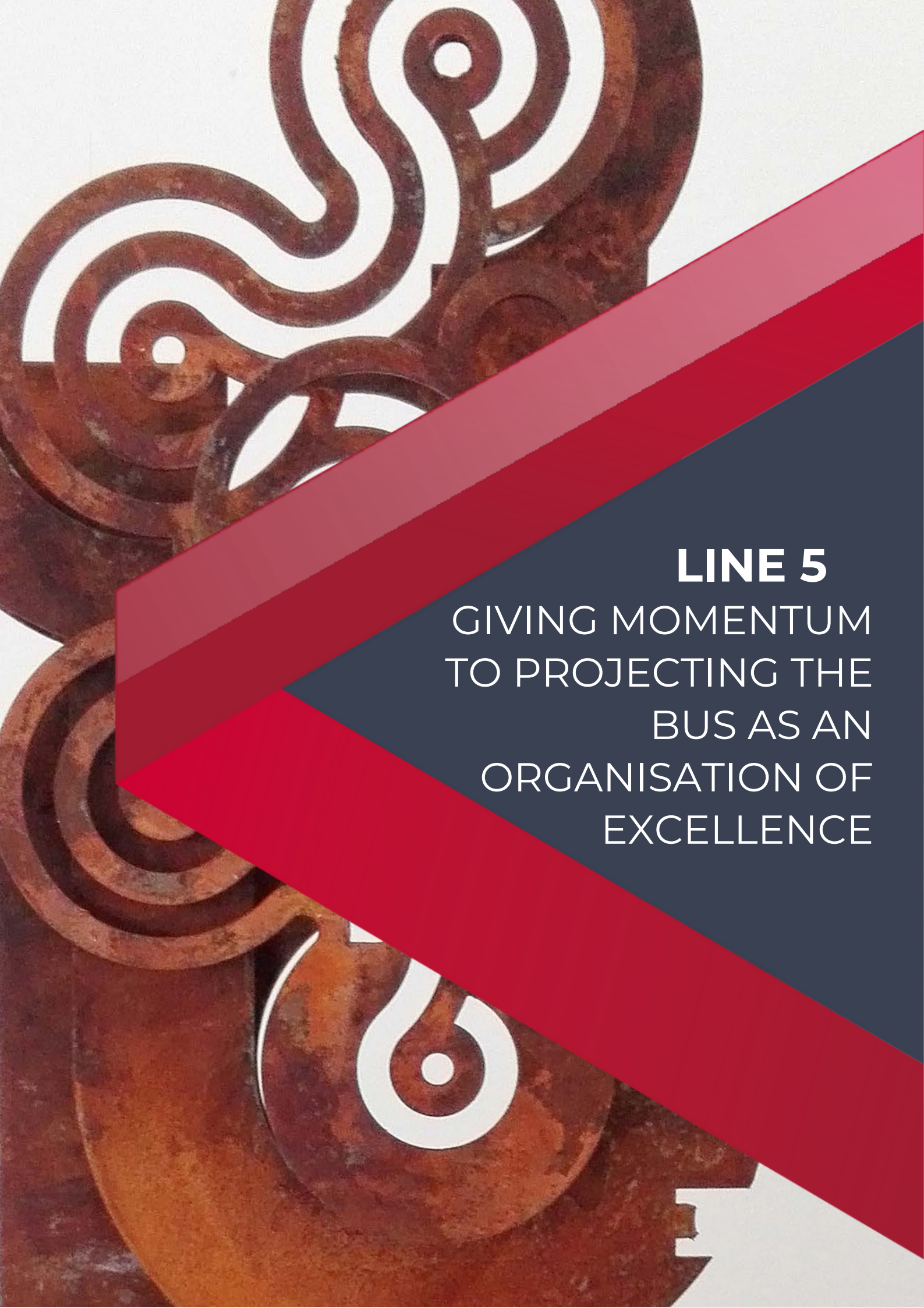
Obtaining European quality certification



Nº of staff members on training courses



Average nº of hours of training among staff



LINE 5

GIVING MOMENTUM
TO PROJECTING THE
BUS AS AN
ORGANISATION OF
EXCELLENCE

LINE 5

GIVING MOMENTUM TO PROJECTING THE BUS AS AN ORGANISATION OF EXCELLENCE

We will increase our visibility by disseminating more widely our activities and services both internally and externally. This projection will also foment new alliances and enable pre-existing ones to be analysed; this is how we will open up the Library to the citizenry.

5.1. RAISING AWARENESS OF THE BUS IN UNIVERSIDAD DE SEVILLA

- ◆ Reinforcing the BUS' presence and involvement in institutional organs and acts
- Reinforcing institutional relationships with other Universidad de Sevilla organs

5.2. STRENGTHENING NATIONAL AND INTERNATIONAL ALLIANCES

- ◆ Establishing new collaboration agreements and reinforcing pre-existing ones
- Driving BUS participation in national and international projects
- Promoting national and international professional exchanges

5.3. ENHANCING THE BUS' EXTERNAL IMAGE BY CONSOLIDATING THE LIBRARY BRAND

- ◆ Disseminating and raising the visibility of our Library's heritage
- Participating in actions to raise the Library's visibility
- Implementing a new Marketing and Communication Plan
- Disseminating the BUS' culture of quality

5.4. INCREASING THE BUS' SOCIAL PRESENCE

- ◆ Seeking external financing for the Library's projects
- Participating in cultural and social activities throughout the province of Sevilla

SOME INDICATORS



Nº of institutional activities with BUS participation



Nº of exhibitions



Nº of alliances established



Nº of environmental and social responsibility awareness-raising campaigns per annum



06. EVALUATION AND MONITORING



06. EVALUATION AND MONITORING

To evaluate and monitor the execution of PD22-26, it is essential to have a methodology in place that will enable us to obtain information on how far we have advanced, as well as facilitating decision making and, if necessary, on how to introduce new objectives that were not provided for at the outset of the Plan. Management by goals has been implanted in the Library for many years and so, this is already a well-consolidated dynamic.

The whole Master Plan will be monitored using ICASUS, a Universidad de Sevilla quality management web app that has been adapted by the Library so that it can monitor the Master Plan, showing the successes obtained and aligning the Plan with processes. Its implantation and roll out will, moreover, be carried out in DotProject, a projects manager app that enables tasks, their execution and the workloads assigned to each person to be consulted. Each objective will be assigned qualitative or quantitative indicators and monitoring will take place every six months with an execution report being drawn up. At the end of every year, a report evaluating the Master Plan's advances and compliance for the year in question will be issued.

Over many years, and thanks to its Strategic Plans, the BUS has developed innovative projects.



The background of the page is a composite image. The top half shows a close-up of a plant with large, variegated green and yellow leaves against a light beige wall. The bottom half shows an open book with white pages and a red cover, resting on a white marble table. The book is open to a page with a faint grid pattern.

07. ANNEXES

07. ANNEXES

7.1. 22-26 MASTER PLAN SUMMARY

STRATEGIC LINES		STRATEGIC AIMS
CONTRIBUTING TO KNOWLEDGE CREATION	1.1.	Advances in the management and dissemination of scientific production
	1.2.	Measures to encourage Open Science
	1.3.	Personalised services for research staff
ENABLING KNOWLEDGE TRANSFER	2.1.	Advances in creating and adapting physical and virtual spaces
	2.2.	Developing and exploiting our collections
	2.3.	Support for educational innovation
DRIVING DIGITAL TRANSFORMATION	3.1.	Updating digital infrastructure integrating all of the Library ambits' tools and resources
	3.2.	Guaranteeing the digital conservation of Universidad de Sevilla's library and documentary heritage
	3.3.	Innovative user-experience-based services
ADVANCES IN PEOPLE MANAGEMENT AND CONTINUOUS IMPROVEMENT	4.1.	Advances in change management and in continuous improvement
	4.2.	Definition of an organisational model that adapts to new demands
	4.3.	Reinforcing knowledge management and a sense of belonging
ENHANCING THE BUS' PROJECTION AS AN ORGANISATION OF EXCELLENCE	5.1.	Raising awareness of the BUS in Universidad de Sevilla
	5.2.	Strengthening national and international alliances
	5.3.	Enhancing the BUS' external image by consolidating the Library brand
	5.4.	Increasing the BUS' social presence



7. 2. KEY SUCCESS FACTOR (KSF)



The following KSFs have been set out so that the BUS can bed in its PD22-26 and realise its vision:



Enhance and implement new services that underpin knowledge creation and knowledge transfer in Universidad de Sevilla (Line 1 and Line 2).



Offer a wide range of resources and products of high academic and heritage value to the University Community and to Society (Line 2)



Have innovative technology available that will drive digital transformation and innovation (Line 3)



Manage change flexibly and adaptably, thanks to a professional, proactive staff (Line 4)

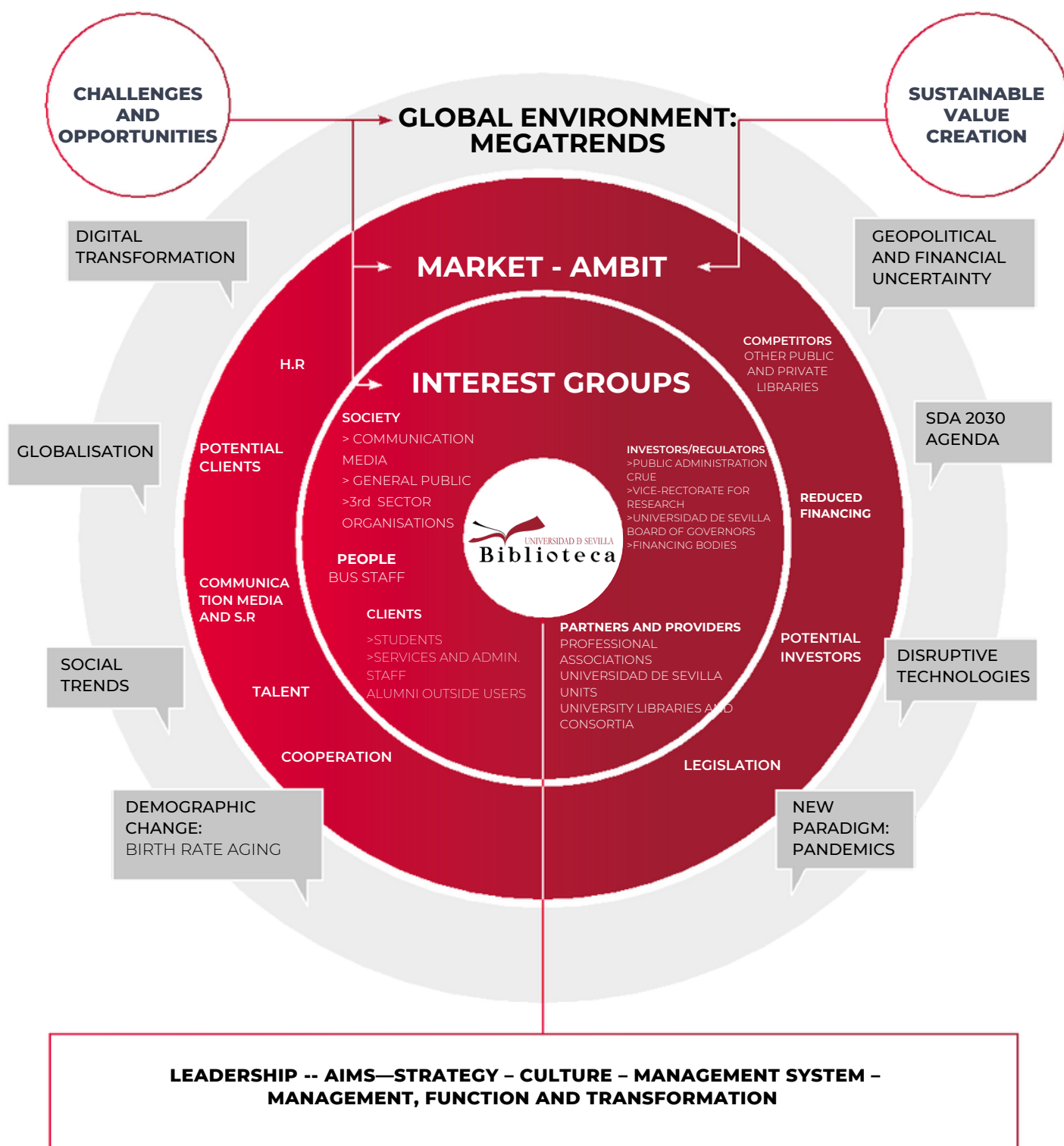


Enhance national and international alliances and cooperation (Line 5)



Promote values, talent and culture from a socially responsible standpoint

7.3. ECOSYSTEM



7.4. SWOT (2021)

			THREATS		OPPORTUNITIES	
			COVID Crisis, political and financial uncertainty		University and researchers' need for visibility and impact	
			Concentration of publishers and rigid pricing and accessibility policies		Favourable environment for setting up alliances	
			An environment in continuous flux		Consolidation of Open Science	
			University budget cuts		Transformational opportunity generated by COVID	
			Lack of knowledge regarding the support offered by library staff to teachers, students and researchers		Public Administration's push towards digitalisation	
			Changes in the expectations and habits among the new generations		Agenda 2030 and its SDAs	
			REBIUN's loss of influence		Transformation in teaching/learning models	
					New services and spaces demanded by Society	
WEAKNESSES			SURVIVAL STRATEGIES		REORIENTATIONAL STRATEGIES	
An imbalance concerning staff involvement in projects			2.2 Advance the creation and adaptation of physical and virtual spaces		3.1 Develop a digital transformation plan to set up a digital strategy in the Library	
A high proportion of staff nearing retirement age and little staff renewal			4.2 Define an organisational model that adapts to new demands		5.2 Reinforce national and international alliances	
A shortage of mechanisms for finding out the expectations of certain interest groups			4.3 Reinforce knowledge management and a sense of belonging in the Library		5.4 increase the BUS' social presence	
A lack of professional profiles and a need to adapt to society's new challenges and demands						
A lack of differentiated spaces for creation, interaction and meeting						
Difficulty in efficiently obtaining the entirety of a recommended bibliography						
A rigid organisational structure that hinders staff ability to adapt to change and, in some cases, to ascend the promotion ladder						
A lack of involvement by the BUS in the province of Sevilla's cultural and social tissue						
STRENGTHS			HOLDING STRATEGIES		INITIATIVE STRATEGIES	
A consolidated network of alliances			1.1 Advances in managing and disseminating scientific production		1.2 Measures to encourage Open Science	
Recognition of the BUS' worth both inside and outside US			4.1 Advances in change management and continuous improvement		1.3. Personalised services for research staff	
A consolidated EFQM management, oriented at interest groups and a flexible approach to change			5.1 Enhance the BUS' presence within Universidad de Sevilla		2.1. Advances in creating and adapting physical and virtual spaces	
Involvement in Universidad de Sevilla's digital transformation process			5.3 Strengthen our external image by enhancing the Library brand		2.3. Support for educational innovation	
Wide-ranging dissemination and visibility policies for our collection and scientific production					3.2. Guarantee the digital conservation of Universidad de Sevilla's library and documentary heritage	
A printed and digital collection that is highly valuable in academic and heritage terms					3.3. Innovative user-experience-based services	
Deeply committed to serving the community and Society					3.5 Foment the Library's digital transformation in internal processes (process management, communication, making the administration more agile, etc.)	
A single budget that is managed efficiently						

7.5. ALIGNMENT WITH UNIVERSIDAD DE SEVILLA'S STRATEGIC PLAN

Universidad de Sevilla Library:

“Our goal, your aims”

STRATEGIC LINES



Line 1

Contributing to knowledge creation

Line 2

Creating knowledge

Line 2

Enabling knowledge transfer

Line 3 and 4

Transferring knowledge
Transforming knowledge

Line 3

Driving digital transformation

Line 5

Intelligent University

Line 4

Advances in people management and continuous improvement

Lines 1, 5 and 6

Universidad de Sevilla Community
Intelligent University
Resources capture and efficiency

Line 5

Giving momentum to projecting the BUS as an organisation of excellence

Lines 1, 4 and 7

Universidad de Sevilla Community
Transforming knowledge
Internationalisation




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Our goals, your aims

CONTACT

Management and Central Services


 Avda. de la Guardia Civil, s/n
41013 Sevilla

 T.(+34) 95 455 11 28

 www.bib.us.es

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