



Ontario Colleges Library Service



Achieving more,
TOGETHER

OCLS Strategic Plan | 2020 – 2025

INTRODUCTION

WHAT OUR CUSTOMERS SAY:

The services that OCLS provides enable our staff to focus on local college issues and our students. The services enhance and extend our capabilities. Our strengths are complementary, allowing us to be the best we can be. ”

2020 marks the 10th anniversary of the Ontario Colleges Library Service (OCLS). As Executive Director, I've had the privilege of watching our team evolve to meet the changing needs of our stakeholders. Since 2012/2013, our services and support have saved the colleges and the college library system over \$27 million after accounting for our own costs. Beyond the value that continues to accrue every year from those savings is the development of a strong network of librarians, system partners, and professional associates. Their continued engagement with and feedback of our services serves as inspiration and motivation to deliver at the highest level.

Looking ahead, I'm excited for our strategic plan through 2025. Throughout our strategic review, we challenged ourselves to consider the evolution of our organization over the past 10 years, while also reflecting on the changing needs of the Ontario college libraries and the post-secondary library and education sectors. Our review produced a plan that calls for OCLS to focus on the services we provide, while remaining responsive and flexible to our customers' needs. Our strategy will carry us through the next five years, but we expect that this commitment to delivering responsive and flexible services will deepen our impact on the sector for the next decade and beyond.

You will see more detail in the pages that follow. I'm confident that this plan will continue to deliver value to Ontario, to our college libraries, and to their leaders and their staff, and to support the success of the thousands of students across the sector with whom they interact.

Virginia Roy, MLS
Executive Director



PASSION FOR OUR WORK

We believe that in order for every student to prosper, each Ontario College should offer the most relevant library services in support of their learning and training needs. An equitable and collaborative college library system means that every college is able to deliver quality services and ensures consistent learning opportunities for students across the province.

Our vision for a transparent, equitable, and collaborative college library system motivates our team and focuses us on our mission to provide services and expertise that create capacity, efficiency, and cost-savings across the college libraries.

Our strategy outlines our objectives through 2025, helping us to advance our mission and continue working toward our vision. When OCLS succeeds, every college library saves money. When these efficiency gains are coupled with our broader service offerings, every Ontario college student gains greater access to relevant resources and services that support their learning goals.

In reviewing our strategy and defining the actions and objectives that will guide us for the next 5 years, we recognize a need to update our organizational vision and mission statements.

VISION

Our vision is for a transparent, equitable, and collaborative college library system that enhances the learning experience and student success at every college.

MISSION

Our mission is to provide services and expertise that create capacity, efficiency and cost-savings across the college libraries.

Our strategies and objectives over the past 10 years have yielded significant savings, and we will continue to push to grow our savings for the colleges and libraries through 2025. We will continue to publish performance indicators that demonstrate how we generate savings for the 24 college libraries and the college system.

Since FY 2012/13

OCLS HAS SAVED
COLLEGE LIBRARY SYSTEM OVER



\$27
MILLION

after covering our own costs

OUR STRATEGY TODAY

Our core objective is to provide centralized and shared services that support collaboration while remaining responsible stewards of the public resources that fund our operations. This collaboration achieves cost savings for college libraries and the library system, builds capacity, and leverages system-wide efficiencies. Finally, these efficiencies and savings are redeployed toward services that directly and positively affect students and student success.

In our strategic plan 2015-2020, we made explicit choices to demonstrate value in our products and services, to optimize our use of technology, and to strengthen both connection and collaboration with, and among, the stakeholders in our ecosystem. These choices were successful - we developed several new services including CORe and CLEAR, outsourced our IT infrastructure, and contributed significantly to the development of the Learning Portal, while consistently earning customer service ratings where 100% of our customers are very satisfied or satisfied with our work and us.

Our customer satisfaction measures are consistently high. To maintain this we need to ensure that our strategic directions support and contribute to our strong performance. We will use regular customer service satisfaction surveys and interviews to understand the degree to which we deliver on our strategic promises.

WHAT OUR CUSTOMERS SAY:

OCLS staff are very approachable and very responsive. The support they provide to ensure the success of the services and our library is very much appreciated. ”



OUR STRATEGY TOMORROW



OCLS followed a strategic planning process that challenged our team to question the fundamental assumptions that underlie the business in order to maximize the value offered to stakeholders. OCLS first reflected on its own strengths and achievements to ensure that the best of the current offerings to our college libraries would continue to be part of any future strategy. The team then consulted widely with outside stakeholders, including our customers and users, to understand the needs and strategic directions of these key partners. This understanding of our core strengths, and of the strategies of those we serve, yielded a direction that sees OCLS define itself first and foremost as a service provider to Ontario's college libraries.

OUR ASPIRATION

We want to be known as the organization that delivers a thriving set of services that helps our college library customers realize their strategic priorities and goals for service delivery, efficiency, and student success.

In doing so, we will be recognized as a vital service provider that responsibly delivers value to the colleges and positively affects student success, while exhibiting the highest stewardship of taxpayer dollars.

OUR FOCUS

Our focus remains on the 24 individual colleges in Ontario, the college library system, and the library leadership embodied in College Libraries Ontario (CLO). We will concentrate on current and future services designed to achieve system-wide cost savings, build capacity, and leverage economies of scale. Where it makes sense, OCLS will engage with partners to develop or deliver these services.

OUR ADVANTAGE

We will deepen our relationships with individual colleges and CLO to drive service innovation and speed project completion.

In doing so, we expect the savings and value we create to drive equity across the system while delivering services that are creative and relevant to the colleges, their libraries, and the students who use them.

OUR EXPERTISE

In order to deliver value to our key stakeholders, OCLS recognizes the need to focus on our customer service, relationship management, communications, and systems thinking capabilities.

OUR STRATEGIC CHOICES

After consulting with our customers and stakeholders and considering the environment in which we operate, the OCLS team identified a set of strategic choices that helped us focus our attention. OCLS will:

- Focus primarily on the needs of the 24 individual colleges in Ontario and College Libraries Ontario (CLO);
- Concentrate on current and future services designed to achieve cost savings, build capacity, and leverage economies of scale as needed by the college libraries in support of their strategic priorities;
- Lend our expertise and leverage our position as service provider to support opportunities for collaboration within the college library system;
- Engage with external partners when involvement with them will be beneficial in serving the college libraries.

WHAT OUR CUSTOMERS SAY:

Outstanding staff and customer service. Proactive thinkers. Solutions Oriented. Always a pleasure to deal with. [Their] skillset in negotiation and management of resources is a life saver for our library. ”

OCLS exists to meet and exceed our customers' needs for library support and consortial library services that save them money and leverage value across the college library system. To ensure that we are trending in the right direction with our products and services, we will measure and publish our service utilization indicators, capturing metrics like number of services offered, system engagement, training sessions, and partnerships.

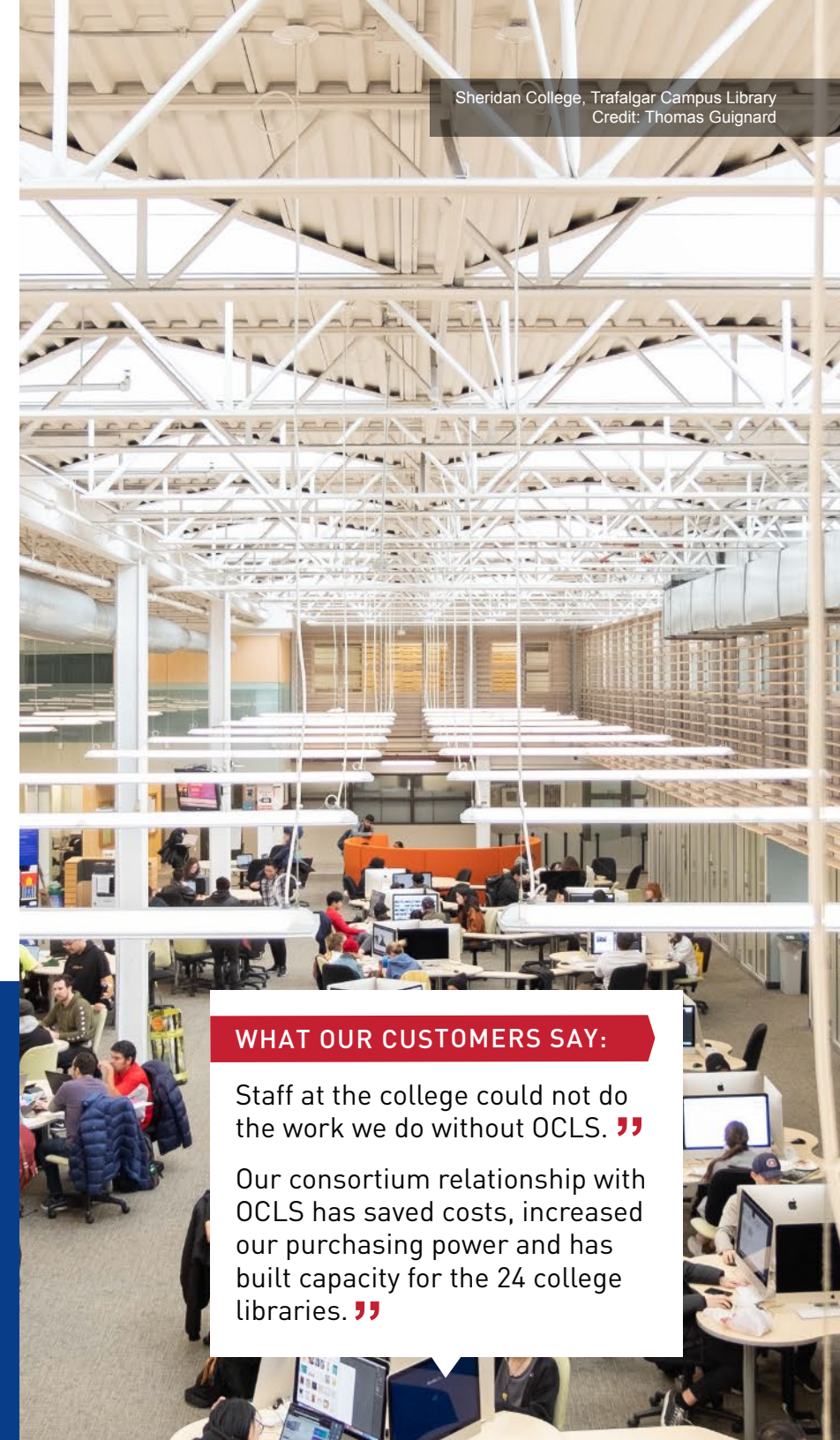
SERVICES OFFERED



OUR STRATEGIC DIRECTIONS

OCLS will achieve success as a service provider for the Ontario college libraries through 2025 by pursuing the following strategic directions:

- Demonstrate savings and value to the Ontario colleges library system and provide benefits to:
 - The colleges, by delivering quality services and building capacity for the libraries;
 - The Ministry, through thoughtful stewardship of resources to develop shared services and support collaboration.
- Build and sustain deep, long-term relationships with individual college libraries and College Libraries Ontario.
- Plan and deliver creative and relevant services driven by the changing needs of our customers and designed to achieve cost savings and leverage economies of scale for the college libraries and college library system.
- Develop and maintain technology, systems, capabilities, and expertise aligned with our vision and mission and our focus on service delivery.
- Engage and maintain partnerships that benefit the development and delivery of services to the college libraries.



WHAT OUR CUSTOMERS SAY:

Staff at the college could not do the work we do without OCLS. ”

Our consortium relationship with OCLS has saved costs, increased our purchasing power and has built capacity for the 24 college libraries. ”

OUR STRATEGIC VALUES

In refining our vision and mission through 2025, the organizational behaviour that governs us and helps make us accountable will also evolve to support our refreshed direction. While accountability, equity, excellence, respect, and integrity remain the backbone of our culture, we also embrace new dimensions of agility, curiosity, and discipline. These values flow from and support our strategy and underpin our commitment to our customers, our Board, our funder, and ourselves.

ACCOUNTABILITY

OCLS is accountable to our stakeholders and committed to operating openly and transparently.

EQUITY

We value inclusivity and strive to support equitable access and opportunity.

EXCELLENCE

OCLS strives for excellence in operations and service. We are professional, efficient, adaptable, and responsive.

CURIOSITY

OCLS is open-minded and forward thinking, and we embrace new ideas and solutions.

INTEGRITY

We act with integrity and are committed to open and honest communication.

RESPECT

OCLS strives to listen openly and to respect diverse experiences and perspectives.

COLLABORATION

OCLS believes that by working together, we can achieve more.

CUSTOMER FOCUS

As a service provider, our customers are our primary focus. We strive to build trust, understanding, and strong relationships.

COMMITMENT

We act with intention, are committed to our goals and strategy, and are mindful of our resources and capacity.

AGILITY

We are adaptable and strive to evolve in response to changing needs, trends, and technology.



WHAT OUR CUSTOMERS SAY:

OCLS staff/services are incredible. As a small college it is crucial we have the services of OCLS. ”

Building on Our Foundation

THE LOOK AHEAD

Even with our considerable success, OCLS understands that we must continue to evolve with the changing needs of students, the evolution of learning styles, and the demands on the college library system. Out of this recognition emerged OCLS's 2025 Strategy Initiative with a goal of deepening the relevance of the organization to the college libraries, the college system, and the Province of Ontario.

Our ten years of service delivery to the colleges position us to continue to advance our mandate of delivering value to our stakeholders. Our renewed vision, mission, and strategy will enhance our value through even closer collaboration with our customers and system partners. We will act as a vital service provider supporting the college libraries and the college library system. In doing so, we will continue to be responsible stewards of Ministry and college resources, while providing support to colleges for student learning and success. In short, providing exceptional service and enduring value.



Ontario Colleges Library Service

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