



THE UNIVERSITY OF VERMONT LIBRARIES

STRATEGIC PLAN 2009-2013

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ASK Photos by Daisy Benson.*

Preface

University of Vermont Libraries are leaders in anticipating and addressing the information, research and academic support needs of the University of Vermont community both in person and online. The Libraries are responding with increased emphasis on understanding client needs, while striving to create a working environment that fosters innovation and experimentation. The rapid development and proliferation of information and communication technologies in the last decade have led to significant and fundamental changes in the ways the University community accesses, shares, and makes use of information, information resources, and information services. The Libraries' objective is to constantly assess users' ability to ask, discover and create.

WE **ASK** WHAT OUR USERS NEED.

WE INVITE OUR USER COMMUNITY TO **DISCOVER** INFORMATION RESOURCES ON THEIR OWN TERMS AND TIMEFRAMES.

AND WE COLLABORATE WITH STUDENTS AND FACULTY TO **CREATE** INNOVATION THROUGH EXPERIMENTATION AT THE LIBRARIES.

The Four Goals

To keep pace with technology and information, as well as patrons' expectations, the Libraries must be flexible and responsive. The 2009-2013 Strategic Plan consists of four goals, each designed to capitalize assets and emphasize patrons in four program areas.

GOAL 1: **INFORMATION RESOURCES & ACCESS**

UNDERSTAND & ACT ON USER AND PROGRAMMATIC NEEDS, EMPHASIZING DISCOVERY TOOLS.

GOAL 2: **PROGRAMS & SERVICES**

ENGAGE USERS IN TRANSFORMING AND IMPROVING LIBRARY SERVICES.

GOAL 3: **FACILITIES**

FOSTER THE CAPACITY TO ASK, DISCOVER AND CREATE IN A COMFORTABLE, TECHNOLOGY-RICH ENVIRONMENT.

GOAL 4: **DIGITAL INITIATIVES**

TAKE A LEADERSHIP ROLE IN BRINGING THE STORY OF UVM AND VERMONT TO RESEARCHERS EVERYWHERE THROUGH DIGITAL CULTURAL HERITAGE RESOURCES.

The Libraries in Context

The University of Vermont Libraries deliver distinctive and outstanding service to the UVM community and the State of Vermont through excellence in instruction, innovation in research and scholarship, and dedication in public service. The Libraries' unique and important collections are distributed throughout two main libraries: Bailey/Howe and Dana Medical; as well as the Learning Research Annex and leased off-site storage.

BAILEY/HOWE LIBRARY

The Bailey/Howe Library is a vibrant center of campus activity, heavily used by undergraduates for both individual and group study and discovery. In 2007, library gate counts indicated an average of over 18,000 visits per week. The Library incorporates tutoring, research, and technology support for teaching and learning, in part by providing approximately 600 library instruction sessions annually to over 7,000 students. As the largest research library in Vermont, Bailey/Howe is home to 1.5 million volumes and distinctive collections including the most comprehensive collection of Vermont materials in the world. Fine press and artist's book collections are among the most extensive in New England. The Special Collections Department encompasses the Wilbur Collection of Vermont materials, the Rare Book Collection, and the University Archives (official records of the University; located in the Library Research Annex).

DANA MEDICAL LIBRARY

Dana Medical Library is a nexus for teaching, learning, and research for members of the University of Vermont's Academic Health Center including students, faculty and staff of the College of Medicine, College of Nursing and Health Sciences, and Fletcher Allen Health Care. Opened in 2005, the Library is a popular study and meeting place bringing clinicians, researchers, students, and faculty together in one vibrant location. Its woodwork, natural light, and mixture of table, carrel and lounge seating, make it a pleasant and productive place to work and collaborate. With over 5,000 health science journals and 85 percent of those available electronically, and access to a multitude of e-books, databases and clinical reference tools, the reach of the library extends well beyond its walls. Its website generates million of hits a year from all locations each year. Textbooks and notable print publications are added to the libraries collections annually and the libraries historical collections bring the history of medicine to the researcher and student. Staff assistance is available for technology and reference questions. Open more than 100 hours a week, the Library is a hub of activity for nearly 3,800 people entering and exiting each week. Dana Medical Library is also a sought-after haven for quiet research and study.

Guiding Principles

COMMITMENT TO VERMONT AND VERMONTERS

As home to both the State's largest research library and its only medical research library, the University Libraries are committed to making our collections, services, and programs accessible to Vermonters. UVM's Libraries Special Collections is the only research library in the world that comprehensively documents the people, culture, and history of Vermont. Bailey/Howe provides regular outreach to students from around the state including free borrowing privileges for K-12 Vermont educators, and reciprocal borrowing with Champlain College, Burlington College and St. Michael's College. Dana Medical Library's commitment to improving Vermonters' access to medical information includes a consumer health collection, the facilitation of Vermont GoLocal, which makes regional healthcare information available through Medline Plus, and collaboration with healthcare practitioners and medical librarians around the state. The Libraries offer free public programming in the form of exhibits and lectures on topics ranging from academic freedom to Vermont history.

FISCAL RESPONSIBILITY AND STEWARDSHIP

The Libraries are committed to finding innovative solutions within a sustainable funding model. We have continued to offer expanded access to electronic resources, despite materials budget increases that struggle to keep pace with rates of inflation for information resources. Additionally, the Libraries are dedicated to ensuring the most efficient deployment of human resources.

LEADERSHIP AND SCHOLARSHIP

Libraries faculty and staff serve in a variety of leadership roles in professional organizations regionally, nationally, and internationally, such as the Vermont Library Association, the American Library Association, and the International Federation of Library Associations and Institutions. Library faculty members have provided assistance and expertise to libraries in developing nations such as Costa Rica and Tanzania, helped advocate for funding for Vermont's public libraries, and lobbied for state and federal legislation to protect the rights of library patrons and private citizens. Library faculty disseminate scholarly and creative work through national exhibitions, presentations at professional conferences, and publications.

DIVERSITY AND EQUITY

The Libraries are deeply committed to UVM's mission to create a diverse community. We strive to recruit and retain faculty and staff from under-represented groups. We are building collections that support curricular emphasis on diversity and multiculturalism, while producing regular exhibits and lecture series on topics relating to diversity and social justice. Finally, we foster a culture of inclusion, openness, and collaboration among administrators, faculty, staff, and students.

INNOVATION THROUGH EXPERIMENTATION

The Libraries are committed to a user-centered deployment of technology, bringing patrons the tools they need to access our collections and create their own scholarship. We recognize that users demand easy-to-use search and delivery interfaces and are conducting ongoing usability testing to better understand patron needs and experience, while redesigning our website, catalog, and related tools through experimentation through innovation.

The Libraries takes a leadership role on campus in creation, preservation, and access to digital collections. With the newly established Center for Digital Initiatives (CDI) the Libraries are creating a virtual portal to the University's most unique collections, including Vermont public policy collections and images of Vermont-related photographs and artifacts. These primary source documents are now readily available to researchers of Vermont history around the globe. A pilot project in collaboration with the Graduate College, is making UVM theses and dissertations available electronically. The libraries' patron-centered approach gives us a potential competitive edge in a campus environment where student satisfaction and learning outcomes are increasingly measures of success.



Mission, Vision and Core Values

MISSION

The mission of the University of Vermont Libraries is to further the creation, application, and dissemination of knowledge by providing access to information resources and education in their use. We are a vital component of the University's commitment to excellence in instruction, innovation in research and scholarship, and dedication in public service. We are a unique resource for the state of Vermont and its people.

VISION

The University of Vermont Libraries will be northern New England's premier public research library, offering extensive information resources particularly in the liberal arts, health and life sciences, and in the study of the environment. We will be educational leaders in addressing the information needs of our dynamic learning communities, and in the formation and promulgation of sound information practices and policies. As the primary steward of materials by and about Vermont, we will employ emerging technologies to make widely available our unique cultural and political heritage collections. We will promote understanding of and responses to changing scholarly and scientific communication patterns. The Libraries' working environments for faculty, staff, students, and visitors will reflect our diversity, respect, integrity, service, creativity, quality and the inherent joy of learning.

CORE VALUES

Core values of the University Libraries include access, discovery, diversity, scholarship, research inquiry, community, environment, education, stewardship, heritage and preservation, and community of users, clients and patrons. The Libraries' core values, mission and vision provide the foundation for inviting users to "Ask. Discover. Create."

GOAL 1: **Information Resources & Access Strategies**

UNDERSTAND AND ACT ON USER AND PROGRAMMATIC NEEDS, EMPHASIZING DISCOVERY TOOLS.

OUTCOMES

Users will have access to library information resources that are easy to navigate, retrieve, customize and share.

Born-digital knowledge created at UVM (such as dissertations) will be collected, disseminated and preserved.

Print material will be digitized on demand within copyright compliance.

Budget management will reflect best practices in aligning anticipated needs for resources with available funds.

Accurate, detailed, and contextual information about our holdings, will be available.

Access to hidden/unique collections will be improved.

OPTIMIZE ACCESS TO ONLINE COLLECTIONS AND INFORMATION RESOURCES.

ACTIONS

- Evaluate/increase/develop staffing, software, and hardware for digital resources (e.g., GIS, bioinformatics projects).
- Facilitate social learning by pushing content through campus-based tools such as Blackboard.
- Focus on acquiring digital content, instead of print, whenever viable.

ACQUIRE, EXPAND AND MANAGE INFORMATION RESOURCE HOLDINGS BOTH PHYSICALLY AND VIRTUALLY, BY PRIORITIZING INVESTMENTS ACCORDING TO UVM'S IDENTIFIED ACADEMIC AREAS OF EMPHASIS (E.G., HEALTH, ENVIRONMENT, LIBERAL EDUCATION) AND USER NEEDS.

ACTIONS

- Update collection development policies.
- Develop plan/strategy to manage the size of the Libraries' collections in regards to physical space.
- Evaluate "Order-on-Demand" pilot project in terms of monographic collection growth and budget.

- Analyze for retention subscription-based tools (e.g., CRL, ContentDM, SciFinder Scholar.)
- Evaluate usage statistics and other metrics (e.g., impact factors) to facilitate collection development decisions.
- Develop a plan for ongoing user needs assessment (e.g., LIBQUAL)

INVEST IN STAFF TOOLS TO ENHANCE/IMPROVE MANAGEMENT OF ELECTRONIC RESOURCES.

ACTIONS

- Invest in, either by development in-house or by purchasing from a commercial vendor, an Electronic Resource Management (ERM) system.
- Position and train staff to more effectively handle demand for e-resources - including maintenance and trouble-shooting.
- Implement software and develop workflow to gather and monitor use statistics for library resources.
- Implement tools to better manage UVM-born digital content.

INVESTIGATE AND IMPLEMENT METHODS TO IMPROVE DISCOVERY OF LIBRARY COLLECTIONS AND OPEN ACCESS CONTENT.

ACTIONS

- Explore and implement “next generation” meta-search tools.
- Explore ways to enrich content by providing the user with additional information about the resource or content.
- Partner with CTL to maximize library involvement with learning tools such as Blackboard.
- Explore and implement a new Online Public Access Catalog that utilizes Web 2.0 (or current version) technologies, such as faceted searching, word clouds, patron-generated tagging and reviewing, and other discovery tools.
- Implement practice of using a single bibliographic record in the libraries catalog to facilitate discovery of resources held by multiple libraries.

IDENTIFY AND PROCESS HIDDEN COLLECTIONS TO MAKE THEM ACCESSIBLE.

ACTIONS

- Inventory and prioritize hidden collections in a variety of formats.
- Allocate staff, tools, and technology needed for cataloging and/or Web accessibility.
- Implement work plan to address hidden collections in a variety of formats.
- Market hidden collections.

GOAL 2: Programs and Services

ENGAGE USERS IN TRANSFORMING AND IMPROVING LIBRARY SERVICES.

OUTCOMES

A shared culture of continuous exploration and experimentation will prevail in the development of new customer service models throughout all library departments.

User satisfaction of library services will demonstrate continuous improvement relative to previous LibQUAL studies.

Students at UVM will demonstrate mastery of core info-literacy competencies by graduation.

A common baseline measurement and data-collection model will be used to determine the effectiveness of all libraries' public-service activities (ILL, Circulation, Reserves, I&IS).

Faculty will view library liaisons as vital partners for collaboration on grants, research projects, scholarly publication, and curriculum development.

Easy access to library services will be fully integrated into user work environments, with extensive options for customizing, and incorporating them into learning systems, scholars' workstations, and personal productivity tools.

Vermont citizens will view the University Libraries as a center of intellectual and creative activity on campus as evidenced by the mounting of exhibits and displays, hosting of speakers, and the sponsorship of academically-based events.

FOSTER DIRECT AND EFFECTIVE COMMUNICATION BETWEEN THE LIBRARIES LIAISONS AND TARGETED USER GROUPS. THE LIAISON PROGRAM WILL SUPPORT A RANGE OF SERVICES AND PROGRAMS TO ALIGN THE SERVICES OF THE LIBRARIES WITH THE NEEDS OF OUR USERS.

ACTIONS

- Pro-actively communicate about new programs and resources being considered.
- Attend departmental and curricular meetings.
- Consult on collection development issues.
- Produce reports on program/service/resource usage to pertinent departments.
- Facilitate access and provide tech support as needed.
- Conduct formal needs-assessment activities/focus groups/interviews to target services and resources to liaison groups.
- Collaborate with teaching faculty in producing research studies (scholarship).

EXPERIMENT WITH AND IMPLEMENT ALTERNATIVE MODELS AND TECHNIQUES FOR LIBRARY SERVICES THAT BETTER ALIGN WITH THE MULTIPLE WAYS LIBRARY USERS WISH TO OBTAIN ASSISTANCE WITH THEIR INFORMATION NEEDS.

ACTIONS

- Adopt greater use of easy-to-use open-source web applications and other technologies to better interact with users in their virtual environments.
- Integrate resources with Fletcher Allen Health Care's (FAHC) electronic medical record (PRISM), Blackboard/COMET, and other UVM/FAHC information databases.
- Create additional online tutorials.
- Improve customer service.
- Integrate Ask-a-Librarian services into social networking sites.
- Create a forum on the Libraries web page, where librarians, faculty, and students can come together to share research strategies and discoveries.
- Deepen collaboration with academic partners such as the Writing in the Disciplines program and the Center for Teaching and Learning.
- Expand marketing efforts promoting key services to include groups underserved by the UVM Libraries.

WORK WITH INSTRUCTIONAL FACULTY TO INTEGRATE INFO-LITERACY INTO THE CURRICULUM.

ACTIONS

- Sequence and integrate competencies throughout a student's academic career.
- Offer professional credit for library courses for physicians or nurses.
- Target programs and courses for implementation of literacy programs.
- Seek and accommodate input from various constituencies.
- Build liaison relationships.
- Develop tools for assessing and evaluating our information literacy efforts, both programmatically and individually.
- Integrate information literacy skills/competencies into learning management systems, for example COMET, BlackBoard, etc., and enriched by current and future information technologies.
- Administer evaluation and assessment instruments for student learning outcomes.

DEMONSTRATE A COMMITMENT TO THE CITIZENS OF VERMONT AND UVM'S LAND-GRANT HERITAGE THROUGH INNOVATIVE CULTURAL AND EDUCATIONAL PUBLIC PROGRAMMING.

ACTIONS

- The University Libraries will be an advocate for libraries in Vermont; advocate for privacy issues, and legislative funding for state or public libraries.
- The Libraries will support affiliated distance learners.
- Curate displays and online exhibits that convey our abiding concern for global issues of health and wellness, multiculturalism and diversity, social justice, and the environment.
- Sponsor and co-sponsor public events (e.g., film series, speakers and discussion groups, workshops, and creative events) that provide opportunities for participants to learn about other cultures, peoples, and societies.

GOAL 3: **Facilities**

FOSTER THE ABILITY TO ASK, CREATE AND DISCOVER IN A COMFORTABLE, TECHNOLOGY-RICH ENVIRONMENT.

OUTCOMES

Students will see the libraries as a gateway to academic discovery.

Future LibQUAL results will show greater use of more purposeful and useful space.

User-usage studies will demonstrate increased interaction and satisfaction with resources, spaces and technology.

PROVIDE ENGAGING, FLEXIBLE SPACES FOR USERS, EMPLOYEES AND ACADEMIC PARTNERS.

BAILEY/HOWE

- Create “Learning Commons” in Bailey/Howe: organize floors/areas by function to meet specific user and partner needs (See attached B/H re-visioning document).
- Explore redesign of service points, based on collaboration and integration of space and function.
- Involve users, employees, and academic partners in design effort.
- Reconfigure vacated space in Special Collections to meet demands for collections, services, and/or programs.
- Provide comfortable, aesthetically pleasing study spaces, including a wide variety of multi-purpose durable furnishings.
- Configure existing space to improve and maximize libraries’ workflows.
- Redesign signage for consistent and clear pathfinding.
- Improve capacity to support late-night study.
- Explore public service point options for accessing Government Documents, alongside implications for the collections.

DANA

- Revision space, services and service points, using a learning commons model.
- Involve users, employees, and academic partners in design efforts.
- Pursue ways to increase patron study space.
- Explore the creation of 24/7 study space.

COOK

- Transition from a physical to virtual presence.
- Absorb Cook/Chemistry library functions into libraries.

WILLISTON/LRA

- Reconsider use and function of reading room at LRA, reassess service points.
- Explore “best practices” for academic libraries’ storage.

RENOVATE AND REDESIGN TO PROVIDE A HEALTHY, SAFE, ENVIRONMENT THAT MEETS AND/OR EXCEEDS RELEVANT STANDARDS AND MEASURES, SUCH AS UNIVERSAL AND LEED DESIGN PRACTICES. FACILITIES WILL INCREASINGLY INCORPORATE ENVIRONMENTALLY RESPONSIBLE MATERIALS AND PRACTICES.

BILLINGS

- Design space based on users' needs and collection support.
- Relocate Special Collections, consider relocating CDI to Billings.

BAILEY/HOWE

- Improve building security and institute regular trainings for faculty & staff with police service representatives.
- Use eco-friendly products whenever possible.
- Improve custodial services.
- Upgrade exterior and interior environment controls for collection preservation.
- Institute regular review and training of the disaster plan and related protocols.
- Identify and fix regulatory deficiencies.

DANA

- Implement measures to ensure safety and security of users, staff & collections.

LRA

- Improve climate-control; explore expansion: and, resolve infrastructure and pest control issues.

UPDATE AND EXPAND PHYSICAL INFRASTRUCTURE TO SUPPORT ACCESS TO TECHNOLOGY, INFORMATION AND COLLECTIONS.

BAILEY/HOWE

- Adapt space to accommodate and support technology.
- Improve wireless access.
- Engage consultant for recommendations on how to incorporate appropriate functions of Rowell Studio into media services.
- Expand instructional teaching spaces.

DANA

- Improve wireless access.

WILLISTON/LRA

- Procure more space and maximize its utilization.
- Institute archival processing functions.
- Streamline courier process to remote sites.

GOAL 4: Digital Initiatives

TAKE A LEADERSHIP ROLE IN PROVIDING DIGITAL CONTENT RELEVANT TO THE UNIVERSITY COMMUNITY, VERMONT AND THE WORLD.

OUTCOMES: CENTER FOR DIGITAL INITIATIVES

Digital content produced by the Libraries will be routinely incorporated in UVM's curriculum, both in the classroom and in online learning tools such as Blackboard.

UVM's digital resources will be routinely cited in scholarly publications.

Scholars of Vermont history and public policy will be aware of the Center for Digital Initiatives (CDI) and will routinely consult these resources.

Students, faculty, and scholars will regularly propose collections/materials as candidates for digital access via the CDI.

Fundraising for the CDI will be established as a University priority.

OUTCOMES: INSTITUTIONAL REPOSITORY

The Libraries will be the campus leader in the development of an institutional repository.

Important University records will increasingly be made available in the institutional repository.

DEVELOP UNIQUE DIGITAL COLLECTIONS, WITH THE ACTIVE COLLABORATION OF THE UNIVERSITY OF VERMONT'S CAMPUS COMMUNITY.

ACTIONS

- Identify unique content in maps and government documents for possible digitization.
- Work with liaison departments to develop small digital projects.
- Collaborate with other stewards of Vermont's cultural heritage to create topical digital collections that meet the research needs of regional scholars and educators.
- Build a nationally-recognized digital public policy collection.
- Provide gateways from CDI website to relevant digital resources.
- Create, implement, and disseminate a Center for Digital Initiatives (CDI) collection development policy that engages patrons in the creation of digital collections.

CAPTURE AND PRESERVE THE SCHOLARSHIP OF THE UNIVERSITY OF VERMONT'S FACULTY, STUDENTS, AND AFFILIATES, IN THE FORM OF AN INSTITUTIONAL REPOSITORY.

ACTIONS

- Continue implementation of the electronic theses and dissertation access project.

- Develop strategic partnerships (through the library liaison program) with academic units in the expansion of the institutional repository.
- Identify staffing to ensure the development and implementation of policies, procedures, and infrastructure for the institutional repository.

ENSURE THAT THE CENTER FOR DIGITAL INITIATIVES IS A WIDELY-KNOWN AND OFTEN-USED RESOURCE FOR THE STUDY OF PUBLIC POLICY, HISTORY, AND VERMONT STUDIES AMONG SCHOLARS, EDUCATORS, AND CITIZENS THROUGHOUT THE STATE AND BEYOND.

ACTIONS

- Publicize the CDI project proposal procedure and opportunities for collaboration.
- Develop and implement annual outreach plans to publicize CDI collections.
- Create formal orientation/training on CDI for library liaisons.
- Collaborate with the CTL to develop incentives for curricular integration of CDI resources.
- Conduct user testing and assessment among CDI patrons.

SECURE AN ONGOING RESOURCE BASE FOR THE CENTER FOR DIGITAL INITIATIVES.

ACTIONS

- Seek supplementary support for strategic projects from foundations, grants, and donors.
- Secure permanent funding for key faculty/staff positions.
- Seek funding for an endowed library faculty position.
- Develop an upgrade-and-replacement schedule for CDI hardware and software.
- Create a long-term staffing plan for the CDI.

MODEL STEWARDSHIP TO ENSURE PRESERVATION OF UVM'S PERMANENT DIGITAL RECORDS.

ACTIONS

- Work with policy makers and stakeholders to update the University's records retention policy to mandate transfer of selected electronic (and physical) records to the archives.
- Develop infrastructure and transfer policies to provide access to archival electronic records through the institutional repository.
- Document and disseminate best practices and standards for the creation and storage of digital records.
- Participate in cooperative preservation of electronic resources (Portico or LOCKSS).

CONTRIBUTE EXPERTISE IN SEARCH AND DELIVERY INTERFACES, OPEN SOURCE SOLUTIONS, AND CREATIVE RESOURCE DEPLOYMENT TO LOCAL AND GLOBAL DIGITAL DEVELOPMENT EFFORTS.

ACTIONS

- Make project documentation freely available on the CDI website. Widely disseminate information about methodology and assessment to relevant professional communities.