



UVM LIBRARIES

Strategic Plan 2016-2020



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Our 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.

Our 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 core values of diversity, respect, integrity, service, creativity, quality and the inherent joy of learning.

ORGANIZATIONAL CULTURE

Goal:

Promote an organizational culture based on mutual respect that helps library faculty and staff succeed in a changing environment and embraces broader engagement with the UVM community.

Objectives:

Encourage innovation and experimentation to achieve goals and objectives.

- Support and develop pilot programs to test new ideas.
- Facilitate faculty and staff discussions about how to nurture innovation and experimentation.
- Learn from other libraries, institutions and entrepreneurial models.

Facilitate professional development opportunities for staff and faculty to expand their knowledge and skills, relevant to organizational goals.

- Emphasize enhancing skills in pedagogical techniques, leadership, effectiveness, and use of new technologies.
- Provide encouragement and resources that staff members need to improve their skills.

Increase efficiency and best practices through the use of evaluation and assessment techniques.

- Incorporate process and quality improvement methods.
- Create a team-based assessment structure.
- Assign assessment functions to relevant faculty and staff positions.
- Foster a culture of assessment.

Ensure that the goals of each unit are widely understood and appreciated.

- Utilize knowledge of other departments to encourage collaboration.
- Conduct systematic interdepartmental knowledge exchanges.

Promote diversity, equity and anti-racism initiatives.

- Strive for increased representation and support of underrepresented groups.
- Recruit traditionally underrepresented groups of students, faculty and staff.
- Ensure inclusive leadership, policies and practices.
- Foster a mutually respectful intellectual environment in which diverse opinions are valued.
- Conduct regular anti-racism and diversity trainings for staff and faculty.

Communicate library-wide decisions consistently and effectively.

INFORMATION RESOURCES AND ACCESS

Goal:

Ensure ease of access to scholarly and other research resources for University of Vermont communities.

Objectives:

Assess and improve the comprehensive plan for managing physical and digital collections to meet user demands for resources and formats.

- Replace physical formats with digital versions when appropriate.
- Improve and streamline access to materials stored offsite.
- Expand access to digital formats.
- Implement responsive web approaches for access to existing digital formats.

Improve usability of search and discovery tools, and collections.

- Conduct frequent periodic usability testing of CATQuest, Link Resolver and related tools and make changes in a timely manner.

- Develop mechanisms to obtain user feedback to better understand their needs for resources and formats.
- Ensure standardized metadata is used in the library catalog.
- Enhance discoverability of hidden collections (e.g. uncatalogued materials).

EDUCATION & INFORMATION SERVICES

Goal:

Strengthen the educational impact of library programs.

Objectives:

Measure the impact of information literacy efforts and public service programs on student success and satisfaction.

Build coordinated programs for information-related competencies targeted to the educational objectives of academic units.

- Deliver sequenced information literacy instruction that spans throughout the course of students' curricular experience.
- Advance work already underway on foundational information literacy in courses such as TAP, ENGS 001, and HCOL 86.
- Develop a systematic plan for meeting information competencies in graduate medical education, medical student education, and other graduate and professional programs.
- Develop and expand methods for delivering instruction outside of the classroom.
- Collaborate with faculty members to incorporate information literacy in course content.
- Expand and strongly promote research consultation programs.

Increase collaboration in instruction programs among I&IS, Special Collections, and Dana Medical Library.

Foster principles of diversity, equity and inclusion in library instruction services and programs.

Strengthen engagement and integration with university colleges, departments and programs through liaison and outreach activity.

- Define liaison roles among users, departments and colleges, and the libraries' programs.
- Create information literacy resources designed for faculty outreach by liaisons.
- Create instructional and informational materials to support liaison and outreach activity.

DIGITAL INITIATIVES

Goal:

Take a leadership role in providing digital content relevant to the University community and Vermont.

Objectives:

Develop, describe and preserve a wide range of high-quality networked information resources for University of Vermont scholars, students, alumni, and the broader global community.

Invest in sustainable digital infrastructure needed to support teaching, research, scholarship, and creative arts.

- Build capacity in Libraries to support ScholarWorks, the Center for Digital Initiatives, and the Vermont Digital Newspaper Project, investigating opportunities for coordination and collaboration.
- Explore and define our role in effective data management that provides open access to data collected and used by UVM faculty and students.
- Develop and implement a program for the long-term preservation and curation of digital information managed by the University of Vermont Libraries.

Develop and manage digital content, with the active collaboration of the University of Vermont campus community.

- Work with faculty and students to integrate digital content into the classroom at UVM and into programming with appropriate campus partners, such as Fleming, Center for Teaching and Learning, etc.
- Increase the number and variety of digital collections featuring UVM content, Vermont content, and other unique holdings of the library.
- 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.
- Partner with other Vermont institutions to build a mechanism for contributing Vermont content to the Digital Public Library of America.

Partner with faculty in the creation and maintenance of scholarship and research data.

- Expand faculty and student scholarship in ScholarWorks.
- Expand electronic journal publishing in ScholarWorks.
- Increase awareness and support for open access in the University faculty.
- Partner with faculty on Digital Humanities projects at UVM.
- Offer training programs to faculty and students for managing scholarship and research data.

UNIVERSITY & COMMUNITY ENGAGEMENT

Goal:

Partner with both the University and larger community in developing user-centered programs and services.

Objectives:

Develop systematic methods of feedback and assessment to guide the development of programs and services.

- Gather systematic feedback about services and information resources from all academic units (schools and colleges), including academic support units.
- Gather systematic feedback from co-curricular student services (student life, Orientation, wellness, Greek Life, etc.).

Develop a comprehensive plan for outreach to faculty.

- Create workshops specifically aimed at faculty.
- Be active partners with faculty in curriculum development and research.
- Promote services and resources to faculty.

Demonstrate the value of the Libraries through strategic communications.

- Assess our worth and potential in the University community.
- Use evidence to support our case.
- Develop benchmarks to measure the success and value of services and programs.

Promote library collections, resources and services.

- Use exhibits, social media, and news outlets to present collections and resources to audiences on a regular basis.

- Assess and improve library outreach regarding collections and services to UVM communities.
- Encourage student workers to serve as ambassadors of the library.

Reach out to donors and funding agencies to increase the resource base available for programs and services.

- Develop plans and case statements in collaboration with the UVM Foundation.
- Create a Libraries' external board of advisors, charged with assisting in development and fundraising goals.

Participate in outreach to Vermont and Vermonters.

FACILITIES

Goal:

Create user-oriented, inviting, and safe facilities for users and staff.

Objectives:

Provide active, flexible user spaces that support emerging technologies, incorporate principles of user design and accommodate heavy demand.

- Conduct studies on usage patterns and determine needs of students and faculty, while consulting with stakeholders.
- Incorporate user-oriented design principles in planning.
- Conduct a peer-review of other library spaces to inform our planning and renovation.
- Connect the availability of space with its best use.

Improve comfort, efficiency and safety of patron and staff experience through ongoing attention to library spaces.

- Create comfortable and inviting staff spaces that accommodate efficient workflows and provisions of services.
- Improve infrastructure (e.g., technology, atmospheric controls, food service and restrooms) to maximize the ability of users and staff to accomplish their goals.
- Improve and maintain standards of cleanliness in library spaces for users and staff.
- Evaluate and improve processes for building safety and disaster/emergency response.

Create a new presence for Special Collections in the Billings Library that meets high standards for the curation of collections, provides staff with the tools and infrastructure needed to meet the department's mission, and positions the department at the heart of the University's intellectual identity.

Renovate the Dana Medical Library to address the needs of 21st century learners and clinicians.

- Plan for and implement a Dana Medical Library Learning Commons that promotes learner success, educator development, and inter-professional education.
- Improve technology and networking infrastructure for access to information resources in the medical and health sciences area.

Create and coordinate a comprehensive print management plan for all facilities.