UVM Libraries Strategic Plan

Mission Statement
We teach and nurture the craft of research, equitably connecting people to knowledge.

Strategic Priorities	Strategic Initiatives	Key Actions	
Teaching & Learning The UVM Libraries will collaborate with our campus community to create intellectually engaged, critical-thinking, information-literate citizens. We will teach students to be savvy users, evaluators, and producers of information.	**Collections**		
	Maintain and expand physical and digital collections that support the range and depth of UVM's curriculum. 👤🔍	1	Seek increase in collections budget necessary to fill curricular collection gaps requiring immediate attention. **[Dean of Libraries]** 🔒🖼️✂️
		2	Conduct a benchmark analysis of our instructional collections compared to peer and aspirant institutions with similar curricula, and initiate a regular program of ongoing collections evaluation. **[Head of Collection Development]** 🔒🖼️ COMPLETE+ONGOING
		3	In support of the UVM curriculum, develop a long-term collections budget responsive to our benchmark analysis. **[Dean of Libraries]** 🔒🖼️
	Services		
	Incorporate principles of diversity, equity, and inclusion during all student and faculty interactions, including one-on-one consultations and classroom teaching. 👤🔍	4	Schedule a series of workshops for faculty librarians and other UVM faculty on inclusive teaching and consultation practices. **[Director of I&IS]** 🔒🖼️ COMPLETE+ONGOING
		5	Arrange yearly professional development and training on DEIA- and customer service-related issues for all Libraries employees. **[Co-chairs of Professional Development Committee]** 🔒🖼️📇✂️
	Collaborate within UVM Libraries and across campus to reimagine patron direct services, such as consultations, on-the-spot curricular support at both the Circulation and Reference Desks, and referrals to other student services, in response to evolving patron needs. 👤🔍🌳	6	Draft a plan proposing services and appropriate spaces for a visible, approachable, convenient, and effective consultation center at Howe Library, incorporating input from other on-campus academic support units. **[Director of I&IS/Director of Access, Technology & Multimedia Services]** 🔒🖼️📇✂️
		7	Raise awareness and promote the University-wide use of specific services offered at all Libraries, such as reference and instruction support (on and off campus). **[Community Outreach Manager, Communications and Programming Manager]** 🔒🖼️ COMPLETE+ONGOING
	Partnerships		
	Strengthen partnerships with faculty on teaching and curriculum design. 👤	8	Provide recommendations and specialized support to faculty as they adapt and develop course materials that satisfy new General Education requirements. **[Member of I&IS]** 🔒🖼️

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	Spaces	
	Create welcoming, inclusive physical and digital spaces that provide a positive environment for learning, study, and research. Maintain, modify, and improve those spaces in response to patrons' changing needs. 👤🌳	9 Commission plans for teaching spaces at Howe Library adequate for classes of 40+ students. **[Dean's Council]** 🔒🏛
		10 Commission plans for spaces that optimize access to and consultation about geographical information systems, government information, data visualization tools, data management tools, copyright information, and scholarly communication. **[Dean's Council]** 🔒🏛
		11 Raise awareness and promote the University-wide use of spaces, technology, and services available in the Libraries (on and off campus). **[Community Outreach Manager, Communications and Programming Manager]** 🔒🏛🏢✂ COMPLETE+ONGOING
		12 Conduct an audit of spaces in all Libraries buildings to ensure that available technology matches the intended uses of each space. **[Director of Access, Technology & Media Services]** 🔒🏛🏢✂ COMPLETE+ONGOING
		13 Conduct an audit of all Libraries buildings to identify any safety or usability concerns related to lighting or physical conditions. Make plans to address any concerns that arise from this audit**. [Facilities Manager]** 🔒🏛🏢✂
		14 Create a working group to implement recommendations made in the EEAAP Task Force's July 2021 report. **[Special Collections Public Services Librarian]** 🔒🏛🏢✂ COMPLETE+ONGOING
		15 Assign responsibilities for implementing recommendations outlined in the Libraries' Inclusive Excellence Plan. **[Dean's Council]** 🔒🏛🏢✂ COMPLETE
	Assessment	
	Evaluate our essential contributions to UVM's educational mission through assessment. Use assessment data to continually refine services. 👤🌳	16 Complete an accessibility inventory of the Libraries website. Address concerns and make improvements. **[Web Services Librarian, Director of Outreach and Process]** 🔒🏛🏢✂ COMPLETE+ONGOING
	Collections	

Strategic Priorities	Strategic Initiatives	Key Actions	
Investigation & Discovery The UVM Libraries will provide and promote the information, publications, tools, expertise, consultations, and direct support necessary for UVM research. Our services and collections will advance UVM's pursuit of R1 status.	Assess, maintain, and expand physical and digital collections that support both the existing and rapidly expanding UVM research enterprise. 👤🔍	17	Seek increase in collections budget necessary to fill research collection gaps requiring immediate attention. **[Dean of Libraries]** 🔒🖼️✂️ COMPLETE
		18	Create a publicly shared, evidence-based weeding and retention policy for print materials that explicitly incorporates the availability of alternate formats and sources. **[Head of Collection Development]** 🔒🖼️✂️ COMPLETE
		19	Assess the government information collection and related user services in Howe Library. In consultation with others who have relevant experience (for example, reference services, collection management, cataloging, and preservation), develop and implement a plan to weed, organize, house, and facilitate access to content in the collection. **[Government Information and Maps Librarian]** 🔒🖼️✂️
		20	Assess the collection of print maps and related user services in Howe Library. In consultation with others from I&IS and Special Collections, draft a plan to weed, organize, house, and facilitate access to material in the collection. **[Government Information and Maps Librarian]** 🔒🖼️✂️
		21	Recommend to Dean's Council whether the UVM Libraries should join one or more shared print retention programs such as Eastern Academic Scholars' Trust (EAST) and/or HathiTrust's Shared Print Retention Program. **[Head of Collection Development]** 🔒🖼️📇✂️
		22	Conduct a benchmark analysis of our research collections compared to those of peer and aspirant institutions and initiate a regular program of ongoing collections evaluation. **[Head of Collection Development]** 🔒🖼️✂️ COMPLETE+ONGOING
		23	In support of UVM research, develop a long-term collections budget responsive to our benchmark analysis. **[Dean of Libraries]** 🔒🖼️✂️
		24	Join the Boston Library Consortium (BLC). **[Dean of Libraries]** 🔒🖼️📇✂️ COMPLETE+ONGOING
	Increase access to information and resources to a level necessary to support researchers at an R1 institution. 👤🔍	25	Consult with like-minded institutions (such as Middlebury, Wesleyan, and Brandeis) about a closely engaged consortium, centered upon shared goals related to infrastructure, positions, and/or collections. Determine whether such a consortium—within or in addition to the BLC—will make the Libraries more effective, innovative, and efficient. **[Dean of Libraries]** 🔒🖼️📇✂️ COMPLETE
		26	Constitute a team and contract with a qualified vendor to conduct authority control, correct errors, update headings, and optimize the Voyager database in anticipation of a move to a new library services platform (LSP). **[Head of Collection Development]** 🔒🖼️📇✂️ COMPLETE

Strategic Priorities	Strategic Initiatives	Key Actions
	Increase efforts to incorporate inclusive and reparative resource description practices. 👤🌿🔍🍂	27 Establish a team to monitor, learn, and incorporate changing bibliographic description and management tools and rules relating to national Library of Congress initiatives, such as BIBFRAME 2.0, into Libraries practices and systems. **[Catalog and Metadata Librarian]** 🔒📇🏛✂️
		28 Explore possibilities for employing inclusive language in subject headings and other metadata practices. **[Catalog and Metadata Librarian]** 🔒📇🏛✂️
		29 Determine how Special Collections can best incorporate reparative resource description practices into its work. **[Special Collections Public Services Librarian]** 🔒📇🏛✂️
	Services	
	Provide and promote specialized services that support the range and depth of UVM's research aspirations. 👤🔍🍂	30 Identify centers and programs on campus that will benefit from specialized services only the Libraries can provide. Map existing and potential engagements with these units. Identify stakeholders and arrange regular meetings to build relationships, foster increased collaboration, discuss opportunities, and fill gaps. **[Director of Dana Health Sciences Library]** 🔒📇🏛✂️
	Identify areas in the research lifecycle where faculty and students require support; design and provide services in response. 👤🔍🍂	31 Survey departments to determine where in the research lifecycle students and faculty require more research support. Draft responsive recommendations for Dean's Council's consideration. **[Director of Dana Health Sciences Library]** 🔒📇🏛✂️
		32 Retrain current staff and hire additional staff to satisfy unmet needs for research support in areas such as geographical information systems, government information, data visualization, data management, copyright information, and scholarly communication. **[Dean's Council]** 🔒📇🏛✂️ COMPLETE+ONGOING
	Partnerships	
	Cultivate relationships with UVM's major research programs and initiatives. 👤🌿🔍🍂	33 Develop a systematic review service for the UVM campus. **[Director of Dana Health Sciences Library]** 🔒📇🏛✂️ COMPLETE
Engagement & Community	**Services**	

Strategic Priorities	Strategic Initiatives	Key Actions
The UVM Libraries will realize the University's land-grant mission by making UVM's unique collections, resources, and expertise available beyond the classroom and campus, throughout our state and around the world. We will demonstrate our moral commitment to public service by anticipating and meeting the information needs of all Vermonters.	Support the teaching, research, and information needs of the UVM community, the state of Vermont, and researchers around the globe by expanding access to digital information. 👤🌿🔍🌳	34 Establish and staff a sustainable institutional repository. **[Scholarly Communications Librarian]**🔒🏛️📇✂️
	Partnerships	
	Increase collaborations with peers and organizations across Vermont and the region, and around the globe, to collaboratively increase access to knowledge. 👤🌿🔍🌳	35 Utilizing findings from the State of Vermont Libraries Working Group Report, identify information and research services that Vermont citizens cannot obtain through local public libraries or the Vermont State Library. Develop a plan to provide such services through the UVM Libraries. **[Community Outreach Manager]** 🔒🏛️📇✂️ COMPLETE+ONGOING
	Awareness	
	Communicate the Libraries' accomplishments and the ways the Libraries can support and promote scholarship and learning to the UVM community and the citizenry beyond UVM. 👤🌿🔍🌳	36 Work with the State Librarian to publicize the plan developed in response to the State of Vermont Libraries Working Group Report. **[Dean of Libraries]** 🔒🏛️📇✂️ COMPLETE
		37 Create a mechanism to document and share, University-wide, the Libraries' current relationships and extent of work with Vermonters. **[Community Outreach Manager]** 🔒🏛️📇✂️ COMPLETE+ONGOING
Sustainable Information Ecosystems Recognizing that the current scholarly communications ecosystem is unsustainable, the UVM Libraries will establish and support alternative models of disseminating and producing information. We will seek, create, and seize every opportunity to make research and information available without charge to everybody, everywhere, regardless of means.	**Collections**	
	Adopt collection development principles that empower the Libraries to share purchased information with all in need. 👤🌿🔍🌳	38 Negotiate digital resource contracts that maximize our ability to share information with the widest possible audience. **[Head of Collection Development]** 🔒🏛️📇✂️
		39 Create a charge for a unified collection development committee with oversight of a unified collections budget. **[Head of Collection Development]** 🔒🏛️📇✂️ COMPLETE
		40 Develop a collection storage plan that optimizes the use of existing physical spaces and makes material needed in print readily available. **[Head of Collection Development/Interim Director of Special Collections & Archives]**🔒🏛️📇✂️
		41 Commit to inclusive collection development policies, selection workflows, and decision-making processes, with particular attention to marginalized and historically underrepresented voices. **[Head of Collection Development]**🔒🏛️📇✂️ COMPLETE+ONGOING

Strategic Priorities	Strategic Initiatives		Key Actions
	Build a sustainable digitization program to disseminate, without limits, material unique to UVM. 👤🌿🔍🌳	42	Invest in a sustainable digital collections program, with appropriate staffing, funding, and tools, to provide access to an increasingly diverse corpus of digitized and born-digital content. **[Interim Director of Special Collections & Archives]** 🔒🏛📷✂
		43	Identify and implement our next digital asset management (DAM) system for digitized and born-digital content. Determine which material should reside therein and which should reside in other repositories. **[Interim Director of Special Collections & Archives]** 🔒🏛📷✂
	Open Access		
	Help UVM affiliates discover, navigate, and maximize their use of open-access (OA) resources. 👤🌿🔍🌳	44	Identify, develop, and support opportunities for open-access (OA) publishing by UVM affiliates, including working with publishers experimenting with sustainable models. **[Dean of Libraries]** 🔒🏛📷✂
		45	Explore with the Faculty Senate the feasibility and implications of a policy for depositing faculty articles into OA repositories. **[Dean of Libraries]** 🔒🏛📷✂
	Position UVM as a leader in open-access (OA) publishing, thereby modeling sustainable methods of scholarly communication. 👤🌿🔍🌳	46	Revive the University of Vermont Press under an open-access (OA) model. Determine the disciplines in which the press will publish, the types of publications it will produce, and a partner (such as Michigan Publishing, Longleaf, or Ubiquity) to handle back-end work. **[Dean of Libraries]** 🔒🏛📷✂ COMPLETE
		47	Launch, as a pilot project, the *Journal of Ecological Engineering Design,* the OA journal of the American Ecological Engineering Society. Support two additional OA journals as pilot projects. Determine future support for existing journals. **[Journals Editor]** 🔒🏛📷✂ COMPLETE
	Positions		

Strategic Priorities	Strategic Initiatives	Key Actions	

Organizational Excellence
The UVM Libraries will model a culture of collaboration, pursuing sustainable growth while supporting the ever-expanding priorities and needs of the University. We will invest in people, technologies, and professional practices necessary to offer innovative, efficient, effective services to the campus community and beyond.

	Strategic Initiatives	#	Key Actions
	Develop a staffing plan that optimizes our organizational structure to support the Libraries' Strategic Priorities, which align with UVM's Strategic Imperatives. 👤🌿🔍🌳	48	Identify open positions that can be reconfigured, positions to become open through retirements that can be reconfigured, and personnel interested in and capable of doing new or different work. Engage a library-specific consulting firm to advise our development of a staffing plan. **[Dean's Council]** 🔒🏛🖥✂ COMPLETE
		49	Ensure that the Libraries' staffing plan provides capacity for current and anticipated needs in support of this strategic plan, including but not limited to areas such as University Archives, research support, scholarly communication, technology, and user experience. **[Dean's Council]** 🔒🏛🖥✂ COMPLETE
		50	Work with Human Resources to review position descriptions as part of the Libraries' staffing plan. **[Assistant Dean]** 🔒🏛🖥 COMPLETE

People

	Strategic Initiatives	#	Key Actions
	Recruit and retain talented people, diversify our workforce, and provide a supportive work environment. 👤🌿🔍🌳	51	In response to recommendations of the Inclusive Excellence Committee on best practices for recruiting and retaining a more diverse workforce, investigate and adopt new search procedures designed to attract the strongest and most diverse candidate pools possible. **[Assistant Dean]** 🔒🏛🖥✂
		52	Explore the feasibility of developing early career fellowship positions for librarians from marginalized and historically underrepresented populations, through initiatives including or similar to the Harris Fellowship program. **[Dean's Council]** 🔒🏛🖥✂ COMPLETE+ONGOING
	Encourage and support faculty librarians' own research efforts. 👤🔍🌳	53	Improve existing mechanisms and create new ones for supporting (for example, mentoring programs, workload adjustments, and professional development), recognizing, and promoting the research, scholarship, and creative activities of faculty librarians. **[Dean's Council]** 🔒🏛✂ COMPLETE+ONGOING
	Invest in all Libraries' employees' personal growth and professional development. 👤🌿🔍🌳	54	Establish data-driven guidelines for sustainable in-person hours and services for the Libraries, mindful of employee and student well-being. **[Circulation Supervisors]** 🔒🏛🖥✂ COMPLETE
		55	Formulate clear policies for seeking funds and release time for Libraries' staff professional development. **[Dean of Libraries]** 🔒🖥✂ COMPLETE
		56	Facilitate access for all personnel to relevant professional development and leadership training, including opportunities offered by the Boston Library Consortium (BLC). **[Dean of Libraries]** 🔒🏛🖥✂ COMPLETE

Spaces & Infrastructure

Strategic Priorities	Strategic Initiatives	Key Actions
	Modernize our digital and physical infrastructure to keep pace with emerging library technologies and services. ♟️🌿🔍🌳	57 Identify UX methods to test the Libraries' website and conduct UX testing. **[Web Services Librarian]** 🔒📋🪪✂️ COMPLETE+ONGOING
		58 Transition to a new, secure library services platform (LSP) and link resolver. We will either (a) join a new consortium and adopt its shared LSP, or (b) choose our own LSP. If (b), the Lead for Library Technology (an anticipated new or reconfigured position) will conduct a needs assessment to identify system and workflow demands, then recommend the optimal LSP for the Libraries. **[Head of Collection Development]** 🔒📋🪪✂️ COMPLETE+ONGOING
		59 Conduct regular audits of all three Libraries' public spaces for physical accessibility (as guided by UVM best practices), with attention to creating inclusive, welcoming environments for all patrons regardless of their experience and/or ability. Incorporate patron feedback generated through focus groups and other qualitative means. **[Facilities Manager]** 🔒📋🪪✂️
		60 Incorporate patron feedback from focus groups and through other qualitative means. **[Dean's Council to assign by project]** 🔒📋🪪✂️

Strategic Foundation

- Provide efficient, professional, person-centered service as described in our Vision & Values Statement.
- Integrate the ideals of diversity, equity, inclusion, and accessibility into all aspects of our work, at all levels.
- Encourage and support diversity of thought, experience, and background.
- Celebrate each individual's unique skills, abilities, experiences, and perspectives.
- Recognize our employees' contributions to and achievements in the workplace.
- Model sustainable scholarly communications practices and processes.
- Pursue new resources and reallocate existing ones to support current and new priorities.
- Contribute to an elevated quality of life and learning for all UVM students, faculty, and staff.

Alignment

The UVM Libraries' Strategic Priorities and Strategic Initiatives align with the University of Vermont's <u>Mission and Vision</u>, <u>Strategic Imperatives</u>, and <u>Academic Success Goals</u>.

Student Success	Research Strengths	Land-Grant Mission	Sustainable Solutions
👤	🔍	🌿	🌳

The Key Actions associated with each Strategic Initiative benefit multiple constituencies.

Students	Faculty & Researchers	Staff	Common Good
🎒	🧑‍🏫	🪪	🏡

Vision & Values

As key contributors to the educational, research, and land-grant missions of the University of Vermont, the UVM Libraries are an essential resource for the students, faculty, and staff of our University; the medical professionals of the UVM Medical Center; and members of our local, state, and world-wide communities.

We commit ourselves to professional, person-centered service, guided by these core values:

- **Accessible resources, tools, and physical and digital spaces** that make information and services available to all people, regardless of means and without restrictions, and overcome barriers to learning
- **Digital and physical collections** that represent and preserve the breadth and depth of human thought and action[1] and evolve in response to changing information needs
- **Instruction and consultation** that broaden understanding, teach critical thinking, and develop lifelong learners
- **Research and scholarship** that transform and expand the world's collected knowledge
- **Diverse perspectives, experiences, and thoughts** that enrich learning and strengthen human connections
- **Respectful interactions and collaborations** that encourage exploration, risk-taking, discovery, and growth
- **Sustainable practices** that are environmentally, economically, and socially aware
- **Intellectual freedom principles** that:
    - Protect "the right of library users to read, seek information, and speak freely as guaranteed by the First Amendment"[2]
    - Preserve "the right of every individual to both seek and receive information from all points of view without restriction"[3]
    - Ensure the right to privacy, which allows open, unmonitored inquiry and is "essential to the exercise of free speech, free thought, and free association"[4]

As a member of the University of Vermont community, the UVM Libraries also subscribe to the University's community values as expressed in its Our Common Ground and Equal Opportunity Statements. We honor diversity, equity, and inclusion, and reject all forms of hate, bias, harassment, and injustice.

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[1] "The development of library collections in support of an institution's instruction and research programs should transcend the personal values of the selector. In the interests of research and learning, it is essential that collections contain materials representing a variety of perspectives on subjects that may be considered controversial." "Intellectual Freedom Principles for Academic Libraries: An Interpretation of the Library Bill of Rights", American Library Association, September 6, 2006. http://www.ala.org/acrl/publications/whitepapers/intellectual (Accessed July 20, 2021) Document ID: 00c2f303-5575-7d64-f1a0-4c42cbff5340

[2] "Support for Intellectual Freedom", American Library Association, December 18, 2017. http://www.ala.org/tools/challengesupport/selectionpolicytoolkit/intellectualfreedom (Accessed July 16, 2021) Document ID: 4f6c0837-3b7d-474c-b992-9927a3f565d9

[3] "Intellectual Freedom and Censorship Q & A", American Library Association, May 29, 2007. http://www.ala.org/advocacy/intfreedom/censorship/faq (Accessed July 20, 2021) Document ID: e8ae9ed7-a469-f0d4-adf0-f2770d2ca8e8

[4] "Privacy", American Library Association, June 13, 2008. http://www.ala.org/advocacy/privacy (Accessed July 21, 2021) Document ID: 1b8e7062-6f53-8e54-c9ce-87dff34d8008