

# 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   |
|--|--|---|
| <p><b>Teaching &amp; Learning</b><br/>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.</p> | <p><b>Collections</b></p>  | <ol style="list-style-type: none"> <li>1 Seek increase in collections budget necessary to fill curricular collection gaps requiring immediate attention. <b>[Dean of Libraries, early 2021]</b> 📖 📚 📄</li> <li>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. <b>[Director of Collection Development, late 2022 and ongoing]</b> 📖 📚</li> <li>3 In support of the UVM curriculum, develop a long-term collections budget responsive to our benchmark analysis. <b>[Dean of Libraries, late 2022 and ongoing]</b> 📖 📚</li> </ol> |
|  | <p><b>Services</b></p>   | <ol style="list-style-type: none"> <li>4 Schedule a series of workshops for faculty librarians and other UVM faculty on inclusive teaching and consultation practices. <b>[Director of I&amp;IS, late 2022 and ongoing]</b> 📖 📚</li> <li>5 Arrange yearly professional development and training on DEIA- and customer service-related issues for all Libraries employees. <b>[Co-chairs of Professional Development Committee, late 2022 and ongoing]</b> 📖 📚 📄 📅</li> </ol>  |
|  | <p>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. 📖 📚 🌱</p> | <ol style="list-style-type: none"> <li>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. <b>[Director of I&amp;IS/Director of Access, Technology &amp; Multimedia Services, 2024]</b> 📖 📚 📄 📅</li> <li>7 Raise awareness and promote the University-wide use of specific services offered at all Libraries, such as reference and instruction support. <b>[Special Assistant for Outreach, 2023 and ongoing]</b> 📖 📚</li> </ol>   |
|  | <p><b>Partnerships</b></p>   | <ol style="list-style-type: none"> <li>8 Provide recommendations and specialized support to faculty as they adapt and develop course materials that satisfy new General Education requirements. <b>[Director of I&amp;IS, ongoing]</b> 📖 📚</li> </ol>   |

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|----------------------|--|--|
|                      | <p><b>Spaces</b></p> <p>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. 🧑🌿</p> | <p>9 Commission plans for teaching spaces at Howe Library adequate for classes of 40+ students. <b>[Chair of SP@H, 2024]</b> 🏛️📖</p> <p>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. <b>[Chair of SP@H, 2024]</b> 🏛️📖</p> <p>11 Raise awareness and promote the University-wide use of spaces, technology, and services available in the Libraries. <b>[Special Assistant for Outreach, 2023 and ongoing]</b> 🏛️📖🔗</p> <p>12 Conduct an audit of spaces in all Libraries buildings to ensure that available technology matches the intended uses of each space. <b>[Director of Access, Technology &amp; Media Services, 2022]</b> 🏛️📖🔗</p> <p>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. <b>[Facilities Manager, 2022]</b> 🏛️📖🔗</p> <p>14 Create a working group to implement recommendations made in the EEAAP Task Force's July 2021 report. <b>[Special Collections Public Services Librarian, late 2022]</b> 🏛️📖🔗</p> <p>15 Assign responsibilities for implementing recommendations outlined in the Libraries' Inclusive Excellence Plan. <b>[Dean's Council, 2022 and ongoing]</b> 🏛️📖🔗</p> |
|                      | <p><b>Assessment</b></p> <p>Evaluate our essential contributions to UVM's educational mission through assessment. Use assessment data to continually refine services. 🧑🌿</p>   | <p>16 Develop and enact a plan for meaningful, ongoing assessment in support of users' needs. <b>[UX Committee Chair, 2023]</b> 🏛️📖🔗</p> <p>17 Complete an accessibility inventory of the Libraries website and all third-party sources. Address concerns and make improvements. <b>[Web Development Librarian, late 2022 or early 2023]</b> 🏛️📖🔗</p>  |






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| <p><b>Investigation &amp; Discovery</b><br/>           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.</p> | <p><b>Collections</b><br/>           Assess, maintain, and expand physical and digital collections that support both the existing and rapidly expanding UVM research enterprise. 👤🔍</p> <p>Increase access to information and resources to a level necessary to support researchers at an R1 institution. 👤🔍</p> | <p>18 Seek increase in collections budget necessary to fill research collection gaps requiring immediate attention. <b>[Dean of Libraries, early 2021]</b> 📅📊📈</p> <p>19 Create a publicly shared, evidence-based weeding and retention policy for print materials that explicitly incorporates the availability of alternate formats and sources. <b>[Director of Collection Development, late 2022]</b> 📅📊📈</p> <p>20 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. <b>[Government Information and Maps Librarian, 2023]</b> 📅📊📈</p> <p>21 Assess the collection of print maps and related user services in Howe Library. In consultation with others from I&amp;IS and Special Collections, draft a plan to weed, organize, house, and facilitate access to material in the collection. <b>[Government Information and Maps Librarian, 2023]</b> 📅📊📈</p> <p>22 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. <b>[Director of Collection Development, late 2022]</b> 📅📊📈</p> <p>23 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. <b>[Director of Collection Development, late 2022 and ongoing]</b> 📅📊📈</p> <p>24 In support of UVM research, develop a long-term collections budget responsive to our benchmark analysis. <b>[Dean of Libraries, late 2022 and ongoing]</b> 📅📊📈</p> <p>25 Join the Boston Library Consortium (BLC). <b>[Dean of Libraries, 2021]</b> 📅📊📈</p> <p>26 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. <b>[Dean of Libraries, late 2024]</b> 📅📊📈</p> <p>27 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). <b>[Head of RDAS, 2023]</b> 📅📊📈</p> |

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| Increase efforts to incorporate inclusive and reparative resource description practices. 🧑🏿🔍🌱 |  | 28 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. <b>[Head of RDAS, early 2022 and ongoing]</b> 🏢📊📈📉  |
|   |  | 29 Explore possibilities for employing inclusive language in subject headings and other metadata practices. <b>[Head of RDAS, 2023 and ongoing]</b> 🏢📊📈📉   |
|   |  | 30 Determine how Special Collections can best incorporate reparative resource description practices into its work. <b>[Special Collections Public Services Librarian, late 2022 and ongoing]</b> 🏢📊📈📉  |
|   | <b>Services</b>  |  |
|   | Provide and promote specialized services that support the range and depth of UVM’s research aspirations. 🧑🏿🔍🌱                      | 31 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. <b>[Director of Dana Medical Library, late 2022]</b> 🏢📊📈📉   |
|   | Identify areas in the research lifecycle where faculty and students require support; design and provide services in response. 🧑🏿🔍🌱 | 32 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. <b>[Director of Dana Medical Library, 2023]</b> 🏢📊📈📉<br><br>33 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. <b>[Dean’s Council, late 2022 and ongoing]</b> 🏢📊📈📉 |
| <b>Partnerships</b>   |  |  |
| Cultivate relationships with UVM’s major research programs and initiatives. 🧑🏿🔍🌱              | 34 Develop a systematic review service for the UVM campus. <b>[Director of Dana Medical Library, 2023 and ongoing]</b> 🏢📊📈📉        |  |

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| <p><b>Engagement &amp; Community</b><br/>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.</p>            | <p><b>Services</b></p>   |   |
|   | <p>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. 🧑🌱🔍🌳</p> | <p>35 Establish and staff a sustainable institutional repository. <b>[Interim Director of Special Collections &amp; University Archives, 2024]</b> 📚🏠📊📈</p>   |
|   | <p><b>Partnerships</b></p>   |   |
|   | <p>Increase collaborations with peers and organizations across Vermont and the region, and around the globe, to collaboratively increase access to knowledge. 🧑🌱🔍🌳</p>                     | <p>36 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. <b>[Dean of Libraries, 2024]</b> 📚🏠📊📈</p>   |
|   | <p><b>Awareness</b></p>  |   |
|   | <p>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. 🧑🌱🔍🌳</p>      | <p>37 Work with the State Librarian to publicize the plan developed in response to the State of Vermont Libraries Working Group Report. <b>[Dean of Libraries, 2024]</b> 📚🏠📊📈</p> <p>38 Create a mechanism to document and share, University-wide, the Libraries’ current relationships and extent of work with Vermonters. <b>[Interim Director of Special Collections &amp; University Archives, late 2022 and ongoing]</b> 📚🏠📊📈</p> <p>39 Convey reports about scholarship conducted by Libraries personnel to audiences across campus. Include faculty librarians’ scholarship and service work stories in Libraries’ reporting to upper administration. <b>[Special Assistant for Outreach, 2022 and ongoing]</b> 📚🏠</p> |
| <p><b>Sustainable Information Ecosystems</b><br/>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.</p> | <p><b>Collections</b></p>  |   |
|   | <p>Adopt collection development principles that empower the Libraries to share purchased information with all in need. 🧑🌱🔍🌳</p>  | <p>40 Negotiate digital resource contracts that maximize our ability to share information with the widest possible audience. <b>[Director of Collection Development, late 2022 and ongoing]</b> 📚🏠📊📈</p>  |
|   |  | <p>41 Create a charge for a unified collection development committee with oversight of a unified collections budget. <b>[Director of Collection Development, late 2022]</b> 📚🏠📊📈</p> <p>42 Develop a collection storage plan that optimizes the use of existing physical spaces and makes material needed in print readily available. <b>[Director of Collection Development/Interim Director of Special Collections &amp; Archives/Director of Dana Medical Library, late 2022 and ongoing]</b> 📚🏠📊📈</p>   |

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| Open Access  | Build a sustainable digitization program to disseminate, without limits, material unique to UVM.  | 43 Commit to inclusive collection development policies, selection workflows, and decision-making processes, with particular attention to marginalized and historically underrepresented voices. <b>[Director of Collection Development, late 2022]</b>    |   |
|  |  | 44 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. <b>[Interim Director of Special Collections &amp; Archives, 2023 and ongoing]</b>                             |   |
|  |  | 45 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. <b>[Interim Director of Special Collections &amp; Archives/TBD, 2023]</b>                        |   |
|  | Help UVM affiliates discover, navigate, and maximize their use of open-access (OA) resources.     | <b>Open Access</b>   |   |
|  |  | 46 Identify, develop, and support opportunities for open-access (OA) publishing by UVM affiliates, including working with publishers experimenting with sustainable models. <b>[Dean of Libraries, ongoing]</b>   | 47 Explore with the Faculty Senate the feasibility and implications of a policy for depositing faculty articles into OA repositories. <b>[Dean of Libraries, early 2023]</b>   |
|  |  | 48 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. <b>[Dean of Libraries, TBD]</b>  | 49 Launch, as a pilot project, the <i>Journal of Ecological Engineering Design</i> , the OA journal of the American Ecological Engineering Society. Support two additional OA journals as pilot projects. Determine future support for existing journals. <b>[Process Coordinator, late 2026 and ongoing]</b>  |
| Position UVM as a leader in open-access (OA) publishing, thereby modeling sustainable methods of scholarly communication.  |  |  |   |

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| <p><b>Organizational Excellence</b><br/>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.</p> | <p><b>Positions</b></p> <p>Develop a staffing plan that optimizes our organizational structure to support the Libraries' Strategic Priorities, which align with UVM's Strategic Imperatives. 🧑🌱🔍🌳</p>  | <p>50 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. <b>[Dean's Council, late 2022]</b> 🧑🌱🔍🌳</p> <p>51 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. <b>[Dean's Council, late 2022]</b> 🧑🌱🔍🌳</p> <p>52 Work with Human Resources to review position descriptions as part of the Libraries' staffing plan. <b>[Assistant Dean, late 2022 and ongoing]</b> 🧑🌱🔍🌳</p>  |
|  | <p><b>People</b></p> <p>Recruit and retain talented people, diversify our workforce, and provide a supportive work environment. 🧑🌱🔍🌳</p> <p>Encourage and support faculty librarians' own research efforts. 🧑🌱🔍🌳</p> <p>Invest in all Libraries' employees' personal growth and professional development. 🧑🌱🔍🌳</p> | <p>53 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. <b>[Assistant Dean, 2022]</b> 🧑🌱🔍🌳</p> <p>54 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. <b>[Dean's Council, early 2023]</b> 🧑🌱🔍🌳</p> <p>55 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. <b>[Dean's Council, 2022 and ongoing]</b> 🧑🌱🔍🌳</p> <p>56 Establish data-driven guidelines for sustainable in-person hours and services for the Libraries, mindful of employee and student well-being. <b>[Access Services Librarian, 2022 and ongoing]</b> 🧑🌱🔍🌳</p> <p>57 Formulate clear policies for seeking funds and release time for Libraries' staff professional development. <b>[Dean of Libraries, late 2022]</b> 🧑🌱🔍🌳</p> <p>58 Facilitate access for all personnel to relevant professional development and leadership training, including opportunities offered by the Boston Library Consortium (BLC). <b>[Dean of Libraries, early 2022]</b> 🧑🌱🔍🌳</p> |

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|                      | <p><b>Spaces &amp; Infrastructure</b></p> <p>Modernize our digital and physical infrastructure to keep pace with emerging library technologies and services. </p> | <p>59 Create a user experience (UX) working group charged with ensuring optimal digital and physical patron experiences. <b>[Director of Dana Medical Library, concurrent with Web Development Librarian hire]</b> </p> <p>60 Identify UX methods to test the Libraries’ website. Develop a UX plan that includes identification of the resources/processes necessary to engage in those methods. <b>[Web Development Librarian, mid 2023]</b> </p> <p>61 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. <b>[Director of Access, Technology &amp; Media Services, late 2024]</b> </p> <p>62 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. <b>[Facilities Manager, 2022 and ongoing]</b> </p> |

### 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 [Mission and Vision](#), [Strategic Imperatives](#), and [Academic Success Goals](#).

#### Student Success



Students



#### Research Strengths



Faculty & Researchers



#### Land-Grant Mission



Staff



#### Sustainable Solutions



Common Good



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



## 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<sup>1</sup> 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”<sup>2</sup>
  - Preserve “the right of every individual to both seek and receive information from all points of view without restriction”<sup>3</sup>
  - Ensure the right to privacy, which allows open, unmonitored inquiry and is “essential to the exercise of free speech, free thought, and free association”<sup>4</sup>

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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<sup>1</sup> “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

<sup>2</sup> “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

<sup>3</sup> “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

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