

Strategic Plan 2009-2013

The University of Vermont Libraries



Ask. Discover. Create.

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Mission, Vision & Core Values

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

The Libraries' core values, mission and vision provide the foundation for inviting users to "Ask. Discover. Create."

Executive Summary

University of Vermont Libraries are leaders in anticipating and addressing the information, research and academic support needs of the University of Vermont community, and dedicated to ensuring student, faculty, and staff academic success. 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 be guided by users and committed to the constant assessment of the "Ask. Discover. Create." experience. 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 specific goals, each designed to capitalize assets and emphasize patrons as the future unfolds.

The Four Goals

INFORMATION RESOURCES & ACCESS

Understand & act on user and programmatic needs, emphasizing discovery tools.

PROGRAMS & SERVICES

Engage users in the transformation and improvement of library services.

FACILITIES

Foster the capacity to ask, discover and create in a comfortable, technology-rich environment.

DIGITAL INITIATIVES

Take a leadership role in bringing the story of UVM and Vermont to researchers everywhere.

"Ask. Discover. Create." Not just a tagline.

ASK: *What do our users need?*

DISCOVER: *How can we deliver those needs on our users' terms and timeframes.*

CREATE: *Innovation through experimentation.*



The Libraries in Context

The University of Vermont Libraries delivers 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. The Libraries' core values pervade partnerships and initiatives, as well as collection management, preservation and access.

Bailey/Howe Library

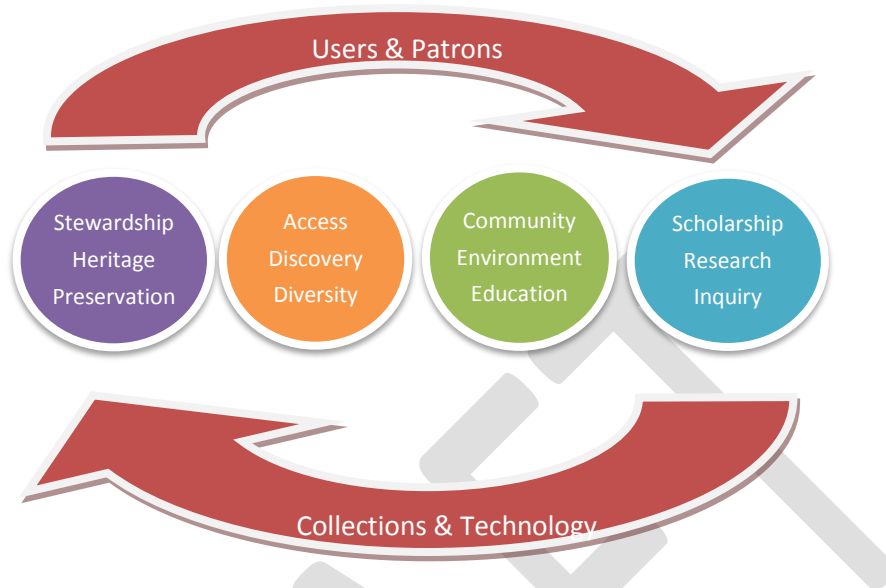
The Bailey/Howe Library is a vibrant center of campus activity, heavily used by undergraduates for both individual and group study and discovery. In 2007, library gate counts indicated an average of over 18,000 visits per week. The Library incorporates tutoring, research, and technology support for teaching 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

A new facility opened in 2005, literally and figuratively “bridging” health sciences education with Fletcher Allen Health Care (FAHC) clinical services. Located off of a concourse connecting the University of Vermont and the hospital, the Library has 20,000 square feet housing 45 computer terminals, 1,300 health sciences journals (many available electronically), and approximately 23,000 books. Flooded with natural light from skylights, furnished with tables and study carrels designed and built by Vermont craftsmen, the library provides an attractive space for its patrons. The Dana Medical Library serves the Academic Health Center at the University of Vermont, which is comprised of the faculty, staff and students at UVM's College of Medicine and the College of Nursing and Health Sciences, as well as the physicians and other health care providers at Fletcher Allen Health Care. The Library's collections and services address these diverse health-related information needs.

The Libraries in Context: Core Values & Initiatives



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. The University of Vermont Libraries Special Collections is the only research library in the world that comprehensively documents the people, culture, and history of Vermont. The Bailey/Howe provides regular outreach to students from around the state including free borrowing privileges for K-12 Vermont educators, and reciprocal borrowing with Burlington College and St. Michael's College. The 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 health care information available through Medline Plus, and active collaboration with health care practitioners and medical librarians around the state. The University 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 rarely 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 on diverse topics such as information literacy, the open access movement, and artists' books through national exhibitions, presentations at professional conferences, and publications.

Diversity

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 author scholarship of their own. 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 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 measured as standards of success.

Goal 1

Information Resources & Access Strategies

By 2013 new initiatives in Information Resources and Access will be developed and managed with a deep understanding of user and programmatic needs, emphasizing discovery tools. UVM Libraries will provide information resources to its UVM Community of users, our primary audience, as well as to the citizens of the State of Vermont and to the global internet community, regardless of time and place.

Outcomes

- Users will have access to library systems that are easy to navigate and customize.
- Born-digital knowledge created at UVM will be collected, disseminated and preserved.
- Print material will be digitized on demand within copyright compliance.
- We will deliver ILL photocopy requests electronically.
- User satisfaction for both print and electronic resources will increase relative to need.
- Over next five years, digital content will increase by a net of 10% each year (as per benchmarks based on number of CDI tiffs, e-journals and books, and E-theses pdf's added in the previous year).
- New electronic journals and packages will be activated within one month of subscription initiation.
- Users will retrieve targeted information more effectively and exchange it more easily.
- Budget meets anticipated user demands for resources and services.

Strategies

- I. Employ methods that provide unfettered access to collections and information resources.**

Actions

1. Bolster staffing and software and hardware for digital projects (e.g., CDI, E-theses and dissertations).
2. Facilitate social learning by pushing out content through campus-based tools such as Blackboard and popularized tools such as Facebook and/or successors.
3. Investigate ways and means to enrich and add content in library discovery tools.
4. Identify and market 10 new hidden/unique collections regardless of format.

- II. Acquire, expand and manage information resource holdings both physically and virtually by prioritizing investments according to UVM's identified areas of emphasis (health, environment, liberal education) and user needs.**

Actions

1. Expand collections according to user demand and programmatic needs.

2. Conduct user needs assessment surveys.
3. Update collection development policy.
4. Implement tools to better manage electronic resources and UVM-born digital content.
5. Consolidate technical services workflow between libraries.
6. Implement practice of using a single bibliographic record in the libraries catalog to facilitate discovery of resources held by multiple libraries.
7. Align budget and accounting functions for shared resources across libraries.
8. De-accession 1% from the book collection each year for the next five years (20,000 vols. added annually / 1,400,000 vols. in collections = .0142587/per yr. de-accessioning for no growth).
9. For the short term increase off-site storage capacity by 10% of existing storage facilities or 50,000 volumes.
10. For the long term, consider other options such as concerted de-accessioning project and using high density storage options (i.e., compact storage and/or robotic retrieval systems).
11. Monitor impact of “Order-on-Demand” pilot project in terms of monographic collection growth.

III. Invest in staff tools to enhance access to holdings and monitor licensing rights.

Actions

1. Invest in, either by development in-house or by purchasing from a commercial vendor, an Electronic Resource Management system.
2. Position and train staff to more effectively handle demand for e-resources – including maintenance and troubleshooting.
3. Implement software and workflow for use statistics monitoring of libraries information resources.

IV. Investigate and implement tools to improve access to and discovery of library collections.

Actions

1. Explore and implement “next generation” meta-search tools.
2. Explore ways to enrich content by providing the user with additional information about the resource or content.
3. Partner with CTL to maximize library involvement with learning tools such as Blackboard.

VI. Get the most out of our budget while maximizing user services.

Actions

1. Analyze for retention subscription-based access tools such as CRL, WebFeat, ContentDM, Science Direct and SciFinder Scholar.
2. Evaluate usage statistics as one measure to assist in the decision making.

Goal 2

Programs and Services

Library personnel will actively engage the broad spectrum of library user groups in the transformation and improvement of library services that promote teaching and learning and advance research activities.

Outcomes

By 2013, through the steps called for in this strategic plan:

- 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 increases relative to previous LibQUAL studies.
- Every student at UVM will demonstrate mastery of core information literacy competencies upon graduation.
- A common baseline measurement and data-collection model will be employed across all library service units so that the effectiveness of public service activities can be more easily ascertained.
- Faculty will view library liaisons as vital partners for collaboration on grants, research projects, and scholarly publication.
- Easy access to library services will be fully integrated into user work environments, with extensive options for controlling, customizing, and incorporating them into learning systems, scholars' workstations, and personal productivity tools.
- Vermont citizens will view the University Libraries as the 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.

Strategies

- I. **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 needs of our users with those of the Libraries.**

Actions

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

- II. **Experiment with and implement alternative models and techniques for the provision**

of library services that better align with the multiple ways library users wish to obtain assistance with their library research needs.

Actions

1. Adopt greater use of easy-to-use open-source web applications and other technologies to better interact with users in their virtual environments.
2. Integrate evidence-based resources with Fletcher Allen Health Care's (FAHC) electronic medical record (PRISM), Blackboard/COMET, and other UVM/FAHC information databases.
3. Create additional online tutorials.
4. Integrate Ask-a-Librarian services into social networking sites.
5. Offer professional credit for library courses for physicians or nurses.
6. Create a research forum on the Libraries web page, where librarians, faculty, and students can come together to share research strategies and discoveries.
7. Deepen collaboration with academic partners such as the Writing in the Disciplines program and the Center for Teaching and Learning.
8. Expand marketing efforts promoting key library services.

III. Collaborate with instructional faculty to integrate information literacy into the curriculum.

Actions

1. Sequence and integrate competencies throughout a student's academic career, progressing in sophistication.
2. Specify programs and courses charged with implementation.
3. Seek and accommodate input from various constituencies.
4. Build upon liaison relationships.
5. Develop tools for assessment and evaluation of information literacy efforts, both programmatically and individually.
6. Integrate information literacy skills/competencies into learning management systems and enriched by current and future information technologies.
7. Administer evaluation and assessment instruments for student learning outcomes.

IV. Demonstrate a strong commitment to the citizens of the State of Vermont and the University's land-grant heritage through innovative cultural and educational public programming.

Actions

1. 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.
2. 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 societal systems.

Goal 3

Facilities

UVM Libraries foster the capacity to ask, discover and create. Physical and virtual spaces invite patrons, employees and academic partners to explore resources and collections, independently or collaboratively, in a variety of technology-rich settings. Patrons will have a choice of comfortable and flexible surroundings. Libraries' spaces will be evaluated routinely to ensure that patrons evolving needs are met.

Outcomes

- Students will see the libraries as a gateway to academic discovery.
- Results of 2009 LibQual survey will demonstrate greater use of more purposeful and useful space
- User-usage studies will demonstrate increased interaction and satisfaction with resources, spaces and technology.

Strategies

I. Provide engaging, flexible spaces for users, employees and academic partners.

Bailey/Howe

1. Create "Learning Commons" in Bailey/Howe: organize floors/areas by function to meet specific user and partner needs (See attached B/H revisioning document, page 16)
2. Explore service-model redesign
3. Involve users, employees, and academic partners in design effort
4. Reconfigure vacated space in Special Collections to create media floor
5. Provide comfortable, aesthetically pleasing study spaces, including a wide variety of multi-purpose durable furnishings
6. Configure existing space to improve and maximize libraries' workflows
7. Improved signage for consistent and clear pathfinding
8. Improve Cyber Café capacity to support late-night study

Dana

1. Service model redesign
2. Revision space, services and service points
3. Involve users, employees, and academic partners in design efforts
4. Pursue ways to increase patron study space
5. Explore the creation of 24/7 study space

Cook

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

Williston/LRA

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

II. Renovate and redesign to provide a healthy, safe, environment that aspires to meet and/or exceed Universal and LEED design practices. Facilities will increasingly incorporate environmentally responsible materials and practices.

Billings

1. Design space based on users’ needs and collection support
2. Relocate Special Collections, consider relocating CDI to Billings

Bailey/Howe

1. Implement measures to ensure safety and security of users and staff as well as collections
2. Use eco-friendly products whenever possible
3. Improve building security and custodial services
4. Upgrade exterior and interior environment controls
5. Identify and rectify regulatory deficiencies

Dana

1. Implement measures to ensure safety and security of users and staff as well as collections

Williston

1. Expand, add and improve storage: procure more space and maximize its utilization
2. Streamline courier process to remote sites

LRA

1. Improve climate-control and resolve infrastructure and pest control issues

III. Update and expand physical infrastructure to support access to technology, information and collections.

Bailey/Howe

1. Adapt space to accommodate and support technology
2. Provide clear pathways for wireless signals
3. Engage consultant for recommendations on how to incorporate appropriate functions of Rowell Studio into media services
4. Expand instructional teaching spaces

Dana

1. Provide clear pathways for wireless signals

Williston/LRA

1. Institute archival processing functions

Goal 4

Digital Initiatives

Patrons of the UVM Libraries will have access to an exciting collection of unique digital resources that continues to grow through their active collaboration and use. The Libraries will take a leadership role in bringing the story of UVM and Vermont to global researchers for generations to come, while ensuring that digital collections are widely integrated in teaching, research, and learning strategies.

Outcomes

- 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.
- The Libraries will be the campus leader in the development of an institutional repository.
- 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, and will ensure the sustainability of the Center.

Strategies

I. Develop unique digital collections, with the active collaboration of the University of Vermont's campus community.

Actions

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

II. Capture and preserve the scholarship of the University of Vermont's faculty, students, and affiliates, in the form of an institutional repository and through support for open access publishing models that enable greater collaboration among researchers.

Actions

1. Continue implementation of the electronic theses and dissertation access project.
2. Develop strategic partnerships (using the library liaison program) with academic units interested in collaborating on the development of an institutional repository.

3. Lead campus discussions on open access, through the revival of a scholarly communications task force, programmatic initiatives, and collaboration with relevant campus units, such as the faculty senate's committee on Research, Scholarship, and Graduate Education.

III. 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

1. Publicize the CDI project proposal procedure and opportunities for collaboration.
2. Develop and implement annual outreach plans to publicize CDI collections.
3. Create formal orientation/training on CDI for library liaisons.
4. Collaborate with the Center for Teaching and Learning to develop incentives for curricular integration of CDI resources.
5. Conduct user testing and assessment of CDI patrons.

IV. Secure an ongoing resource base for the Center for Digital Initiatives.

Actions

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

V. Model stewardship, thus ensuring preservation of the University of Vermont's permanent digital records.

Actions

1. Work with policy makers and stakeholders to update the University's records retention policy to mandate transfer of electronic (and physical) records to the University Archives, while developing transfer protocol and infrastructure.
2. Document and disseminate best practices and standards for the creation and storage of digital records.
3. The Center for Digital Initiatives will serve in an advisory capacity to relevant digitization efforts on campus.
4. Participate in cooperative preservation of electronic resources (Portico or LOCKSS).

VI. Contribute to national and international digital library development efforts, with expertise in innovative search and delivery interfaces, open source solutions, and creative resource deployment.

Actions

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

Appendix I: Bailey/Howe Re-visioning

Walking through the doors of the University of Vermont's Bailey/Howe Library instantly conveys support for the patron's journey of inquiry, discovery, and creativity across disciplines and media. Alongside an expansive sense of possibility, onsite library users encounter the appropriate resources and services at their points of need. The Library is truly the heart of the academic community; its physical space is a model for collaboration with students, faculty, staff, related campus units, and the local community. Physical and virtual collections reflect current and anticipated client needs and exist alongside the right tools and services to allow patrons to make optimal use of them for research, study, teaching, well-being, and inspiration.

Ground floor: Content and Creation

- Well-staffed media laboratory for the creation of audio-visual work in all disciplines.
- Popular media collection and viewing stations.
- Television studio.
- GIS collections and technology.

Main floor: Collaboration and Client Satisfaction

- Information Commons design and inspiration
- Collaborative, social learning space (including group workstations)
- All questions welcome (reference, technology assistance, basic information, writing help, etc.) at approachable, inviting service points.
- Flexible spaces for instruction – from classrooms to consultation stations.
- Event and exhibit space
- Food and coffee

Second floor: Reflection and Relaxation

- Comfortable mini-lounges for popular reading, periodicals, and unspecified activity.
- A variety of seating and work station options.
- Enforced quiet and reflective space.
- An eventual connection to Davis Center/Theater?

Third floor: Specialization and Solitude

- Specialized services/units:
 - Writing in the disciplines classroom and offices.
 - Learning resource group presence.
 - Some digital initiatives presence?
- A variety of seating and work station options.
- Enforced quiet and reflective space.