



# University Libraries Strategic Plan, 2012-2020

## **Mission:**

As an essential partner in the University of Louisville's mission to become a premier, nationally-recognized, metropolitan university, the Libraries meet the information, research and service needs of a diverse population.

## **Vision:**

Transform relationships, collections, and spaces to become a nationally recognized model of user-focused, research library services.

## **Values:**

User information needs drives decision-making and resource allocations.

Experimentation is encouraged and rewarded.

Collaboration internally and externally is encouraged and rewarded.

We value and act upon the ideas of our faculty and staff.

We celebrate the distinctive strengths of each library and department within the system, and remain committed to system-wide goals.

## **RELATIONSHIPS**

*By the year 2020, library services will be provided at the time, place and point of user need. Given the libraries' many different user communities, we will use multiple service models to achieve our vision. Our knowledge about users comes from reliable, relevant data related to their preferences, activities and needs, and this knowledge drives future changes. The libraries' organization will be structured to promote continuous effective and creative responses to users' learning and research behaviors. Faculty and staff will have the necessary knowledge and skills to succeed in this environment and be change agents themselves. The University Libraries vision will be recognized locally and beyond.*

**Goal 1: Engage and learn more about our users and our community to meet their evolving needs.**

**Strategy 1:** Increase data collection about users' needs, information-seeking behaviors and perceptions of the libraries

**Objective:** Develop a plan for broad-based user assessment

**Objective:** Use on-going focus groups and surveys to get direct feedback about the user experience and unmet needs

**Objective:** Identify and use unobtrusive techniques for understanding when and how users interact with library resources

**Objective:** Create a Libraries-level student advisory board

**Objective:** Improve capacity for collecting and managing relevant data about the libraries.

**Objective:** Explore the potential needs of faculty, staff and students who do not use the libraries

**Strategy 2:** Increase faculty collaborations to become more actively involved in the research, clinical, and student learning processes

**Objective:** Identify productive opportunities to interact and communicate with different faculty, clinical and research groups

**Objective:** Meet or communicate with faculty, clinicians and researchers within those preferred environments

**Objective:** Collaborate on assignments that increase students' exposure to library resources and information literacy skills

**Objective:** Work with faculty, clinicians and researchers to assist them with identifying the most valuable resources for their work

**Strategy 3:** Strengthen the libraries' outreach/community engagement program

**Objective:** Develop a clear plan and identify priorities for working with under-served or non-traditional communities

**Objective:** Seek opportunities to support campus and community outreach initiatives

**Goal 2: Promote and support employee and organizational effectiveness.**

**Strategy 1:** Recruit and retain an excellent, diverse workforce.

**Objective:** Determine and implement best practices for the recruitment of new personnel and for promotion from within.

**Objective:** Increase the diversity of the libraries faculty and staff through participation in ARL diversity initiatives and commitment to the campus diversity planning process.

**Objective:** Improve the student employment experience.

**Strategy 2:** Provide libraries employees with the knowledge and skills they need to achieve strategic goals.

**Objective:** Develop a continuing education program for all faculty and staff.

**Objective:** Expand opportunities for strengthening leadership and supervisory skills.

**Objective:** Match evaluation tools and reward programs to organizational goals.

**Strategy 3:** Align organizational structure with strategic goals and provide opportunities for broad-based input into decision-making.

**Objective:** Review all vacant positions to ensure recruitment is matched with future needs and directions.

**Objective:** Review and assess the libraries' staffing and administrative structure.

**Objective:** Identify and expand informal and formal opportunities for relevant information sharing across the libraries to maximize communication.

**Objective:** Seek formal and informal channels for greater staff input and involvement.

**Strategy 4:** Encourage and support entrepreneurship.

**Objective:** Create and implement a process to support innovative projects and learning opportunities.

**Objective:** Pursue opportunities for regional and national collaborations that advance strategic goals.

**Objective:** Expand revenue sources for the libraries.

### **Goal 3: Document and communicate the value, activities, expertise and impact of the University Libraries**

**Strategy 1:** Develop a cohesive and cogent identity program.

**Objective:** Create a visual branding package for general use.

**Objective:** Develop a consistent story/message about the libraries and their goals.

**Strategy 2:** Investigate and implement an effective marketing program.

**Objective:** Develop appropriate communication strategies for our multiple user groups.

**Objective:** Make creative use of current technologies to disseminate our message.

**Objective:** Identify and develop expertise needed to provide high-quality, professional marketing products and services.

## **COLLECTIONS**

*By the year 2020, we expect digital collections to have grown substantially and be the resource of choice for most users. Collaborations among academic research libraries will be strengthened in order to ensure access to a full range of scholarly materials. The one area where acquisition of print materials will continue to be robust is in special and/or historical collections. The libraries will have implemented a well-defined preservation plan for our most important assets and local scholarship. The libraries will employ the latest technologies for connecting users to resources at the point of need.*

**Goal 4: Provide thoughtfully chosen and curated resources to better serve the University and our research communities, and to enhance the Libraries' and University's reputations as centers for learning and research.**

**Strategy 1:** Develop and implement comprehensive collection development plans based on user needs and institutional strengths

**Objective:** Each library will conduct a thorough assessment of current holdings

**Objective:** Each library will develop a plan that addresses the future development of its collections

**Objective:** Restructure acquisition processes in response to the needs of faculty, students, and other researchers

**Strategy 2:** Assess and address preservation and storage needs of analog and digital materials

**Objective:** Develop and implement print retention, storage and preservation policies

**Objective:** Develop a special collections storage plan

**Objective:** Pursue opportunities for inter-institutional collaboration/collection development

**Objective:** Develop preservation policies for digital materials

**Objective:** Evaluate campus needs around digital dissemination and preservation of scholarly work and datasets

**Strategy 3:** Enhance access to materials held by the Libraries

**Objective:** Assess user experience relative to current search and discovery tools

**Objective:** Implement appropriate tools and technologies related to collection use and access

**Strategy 4:** Emphasize the Libraries' unique research collections

**Objective:** Add to and enhance Digital Collections

**Objective:** Acquire, preserve and provide access to new collections

**Objective:** Actively promote awareness and use of the collections.

## **SPACES**

*By the year 2020, the libraries facilities will be high-use research and learning hubs for the campus and scholarly communities. The physical spaces will consist of activity centers offering traditional and non-traditional library services that are designed to engage visitors with opportunities for exploring and sharing ideas. Our virtual presence will be a primary source of engagement for many users and will use sophisticated design principles and technology to allow virtual users to interact with information resources in an intuitive, effective manner.*

**Goal 5: Create inviting, flexible, and engaging spaces to enhance the campus learning and research environment**

**Strategy 1:** Provide spaces where/when our users need them

**Objective:** Strategically allocate space to meet ongoing and anticipated needs

**Objective:** Develop more user spaces in libraries and seek out space in other buildings where appropriate

**Objective:** 24/7 access where warranted and sustainable

**Objective:** Provide virtual/mobile services meeting user needs

**Strategy 2:** Make our physical and virtual spaces user friendly

**Objective:** Periodically conduct space audits to review for technology, infrastructure, aesthetics, and flexibility.

**Objective:** Ensure that spaces are easily navigable and intuitive.

**Objective:** Work with campus partners to provide services and amenities that will increase user satisfaction with library spaces

**Strategy 3:** Sponsor activities that engage our multiple user communities.

**Objective:** Host exhibits and events.

**Objective:** Seek opportunities to support campus and community initiatives.