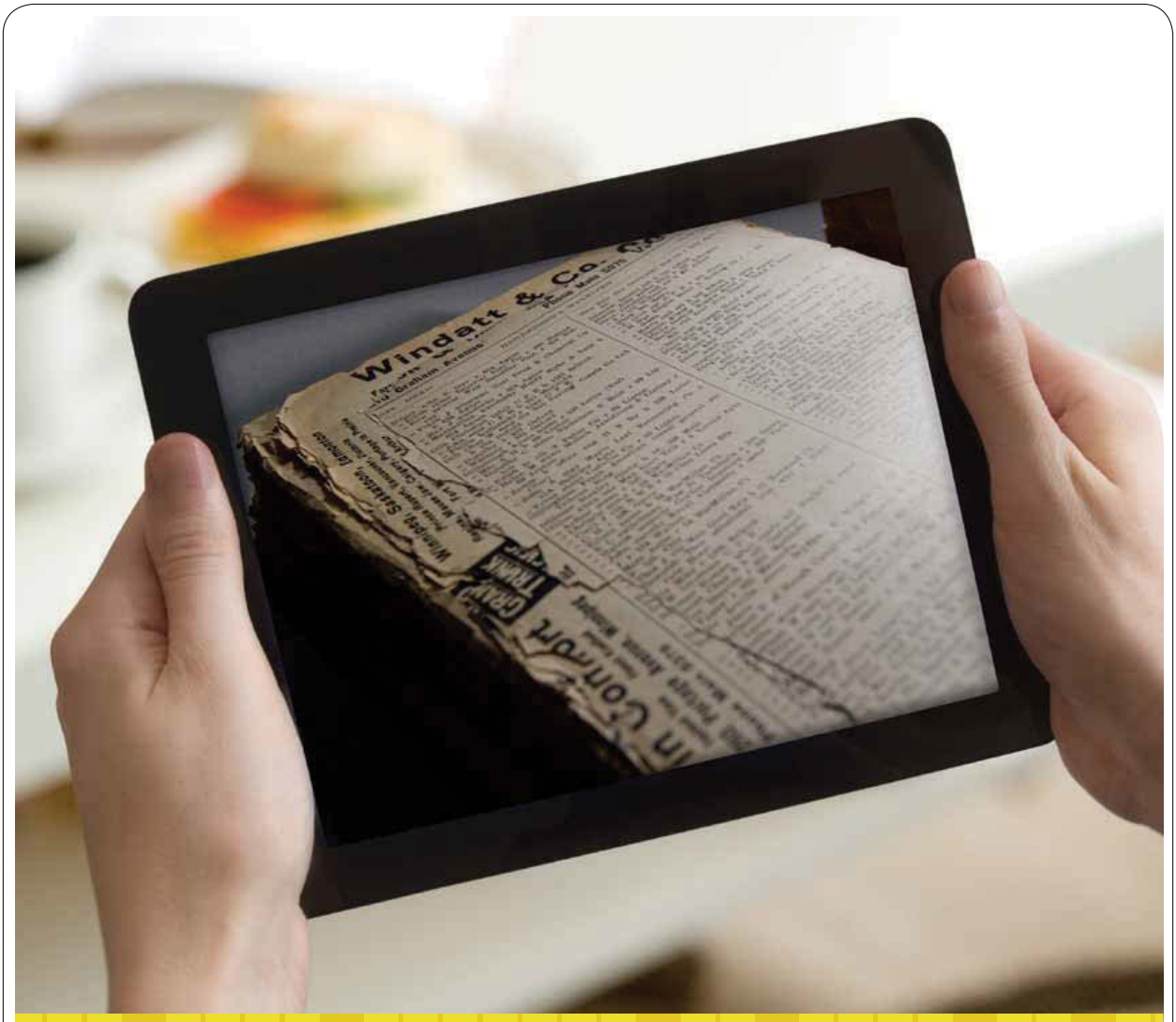
Strategies to Support Innovation and Research

UNIVERSITY OF ALBERTA

Forging the Future, Preserving the Past: A Strategic Plan for the Great Research Library (excerpts)
http://www.library.ualberta.ca/aboutus/mission/Library_Strategic-Plan-2012-2016.pdf



UNIVERSITY OF ALBERTA
LIBRARIES

Forging the Future, Preserving the Past: A Strategic Plan for the Great Research Library

2012-2016 | Prepared by the University of Alberta Libraries Strategic Planning Team

UNIVERSITY OF ALBERTA

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The strategic plan details five key strategic directions inspired by the University of Alberta's *Dare to Discover* vision document and modeled on the five pillars defined in the Libraries' *Companion Document*. These pillars and strategies are the foundation upon which the Libraries will build the future:

Collections:

Continue to enhance collections in all media, and support 'discovery,' a paramount cornerstone articulated in the University of Alberta's *Dare to Discover: a Vision for a Great University*. We will create a Library of Record, focusing on preservation and pursuing new partners.

Services:

The great research Library of Record enhances the learning continuum of its parent institution by way of exemplary service. The plan emphasizes the key importance of the Libraries' ability to respond to ever-changing user needs. It outlines targeted service improvements to undergraduate students, faculty and researchers, serving the mobile, connected users of the future, and serving external clients.

Relationships:

The plan strongly reaffirms the commitment to 'citizenship' and 'connecting communities' emphasized in *Dare to Deliver*.

Institutional Research Orientation:

Like their parent institutions, academic libraries face increased accountability and must demonstrate their value to stakeholders. The plan promotes the establishment of a research orientation to library practice.

People:

Recruiting, realigning, retaining and developing a cohort of 'talented people' will be an ongoing strategy of the University of Alberta Libraries. A key priority lies in aligning staff assignments and competencies with the strategic direction of the Libraries.

Our enduring vision recognizes the University of Alberta Libraries as one of the best academic research libraries internationally, nationally, and locally. *Forging the Future, Preserving the Past: A Strategic Plan for the Great Research Library, 2012-2016* strives to accomplish this vision by aligning the Libraries' strategic directions with those of the University and building on our formidable strengths, including: the breadth and depth of our collections; the exemplary and user-centered services; the engaged and talented staff; the strong research orientation; and the mutually beneficial relationships we build with our partners and the community.

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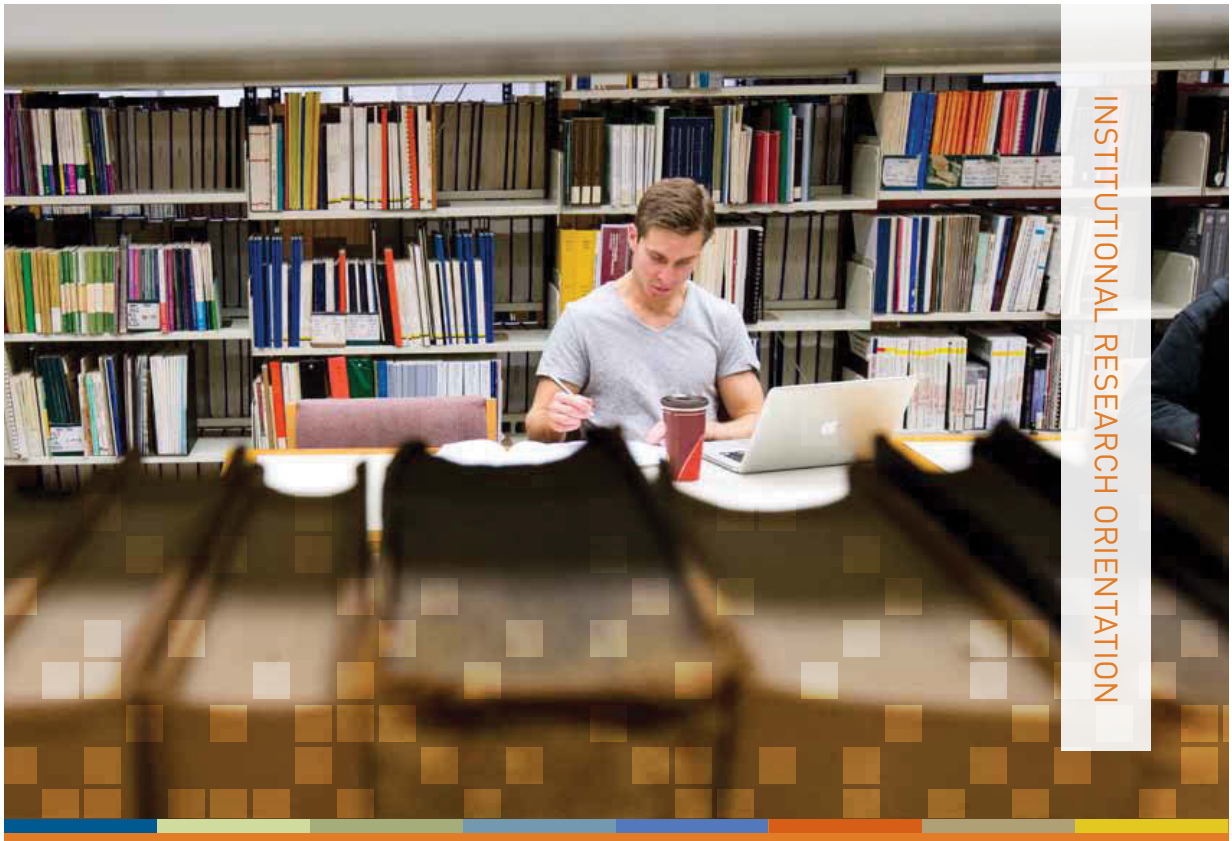

INSTITUTIONAL RESEARCH ORIENTATION

Strategy 4: Institutional Research Orientation

Research supported.
Evidence-based

The Libraries' first principle is service in furtherance of research, teaching, and learning at the University of Alberta. Institutionally-focused research is key to the Libraries' recognition of those service initiatives that best support faculty, students, and staff in their work. This research focus is distinct from individually-based research projects or programs. For the purposes of the strategic plan, this section solely addresses the area of institutional research. Librarians' capacity for and the importance of pursuing individual research is assumed as a foundational right and responsibility that is addressed within the collective agreement.

UNIVERSITY OF ALBERTA

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4.1 Priority: Undertaking the Libraries' Institutional Research Agenda

4.1.1 Strategic Questions

4.1.1.1 Will the outcome of the research provide information that will help the Libraries meets its strategic priorities?

4.1.1.2 Does library institutional research align with the strategic priorities?

4.1.1.3 Does the policy, service, initiative, or decision include appropriate, systematic evaluation?

4.1.2 Distinguishing outcomes

4.1.2.1 The Libraries' initiatives are designed and delivered incorporating the best available evidence.

4.1.2.2 Initiatives include an assessment component from their inception.

4.1.2.3 Staff are given support, resources, and opportunities to participate in and/or conduct research.

4.1.2.4 Research informs decision-making in the Libraries.

4.1.3 Strategic initiatives

4.1.3.1 Openly share results of assessment activities with all units within the Libraries.

4.1.3.2 Actively involve faculty and students in assessment activities and projects.

4.1.3.3 Undertake systematic assessment of products, collections and services on an ongoing basis; use such assessments to inform changes to service and collection policies and activities.

4.1.3.4 Make use of research initiated or directed by the Libraries.

4.1.3.5 Incorporate research generated by other library and information science (LIS) professionals and by professionals in other disciplines.

4.1.3.6 Disseminate the results of research broadly, both within the LIS sphere and beyond.

4.1.3.7 Seek out opportunities for collaborative research projects within the University Libraries and beyond.

4.1.3.8 Provide ongoing training and development opportunities to build and enhance assessment and research skills.

As a key campus and community partner, UBC Library endorses the vision, values and commitments in *Place and Promise: The UBC Plan*. The following plan is the Library's promise to UBC.

STRATEGIC

ENHANCE STUDENT LEARNING

Students' evolving needs demand that we deliver a responsive, integrated program of services and create exceptional learning and research environments. The Library's extensive teaching programs equip students with skills for lifelong success in an information-intensive world.

GOALS

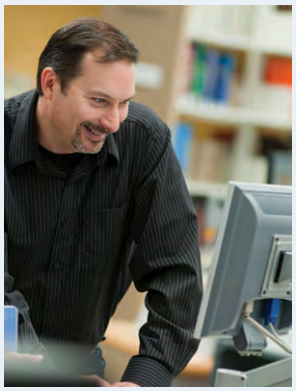
- Actively partner with faculty in curriculum design, teaching critical thinking, digital literacy and information fluency
- Provide new technologies to enhance student learning and productivity, wherever users are
- Develop user-centered spaces and services to promote informal learning, study and reflection, collaboration and dialogue
- Expand support for Aboriginal students and encourage all students to learn about Aboriginal issues and perspectives

ACCELERATE RESEARCH

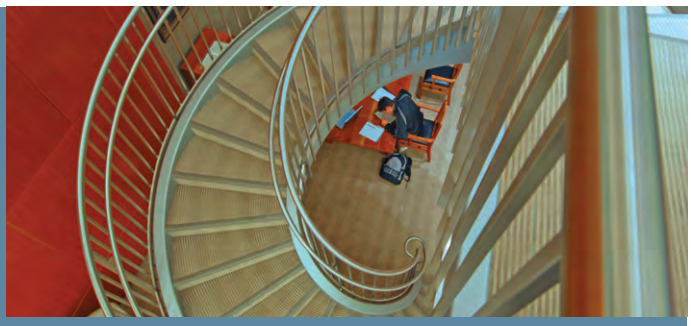
The Library is critical to the research endeavour. Our expertise connects faculty and students with local and global information resources and enables new forms of knowledge creation, dissemination and exchange.

GOALS

- Increase the impact of UBC research by making it widely available in open access digital repositories
- Be a leader in developing and promoting open access and open source methods and tools
- Establish a research commons, including specialized services to enhance research productivity
- Involve Library staff more fully as partners in the research process, applying their expertise and promoting connection between disciplines
- Build research capacity within the Library



UNIVERSITY OF BRITISH COLUMBIA
UBC Library Strategic Plan 2010–2015 (excerpts)
http://about.library.ubc.ca/strategic-plan/



DIRECTIONS

MANAGE COLLECTIONS IN A DIGITAL CONTEXT

Content is our strength. As we develop the digital library we will maintain our commitment to print collections and provide powerful tools for discovery.

GOALS

- Implement a comprehensive digitization program to provide unlimited online access to materials of research and teaching value
- Enhance and integrate access to print and digital collections to make them easier to find
- Strengthen and preserve collections to meet changing curriculum and research needs
- Achieve a stable, sustainable collections funding model

ENGAGE WITH COMMUNITY

Through local, national and international collaboration we exchange perspectives, expertise and resources with diverse communities. Our community engagement encourages effective use of resources and contributes to the economic, cultural and social well-being of the people of BC and beyond.

GOALS

- Actively support the Irving K. Barber Learning Centre and all Library branches in their community engagement initiatives
- Expand programs and services for alumni
- Extend support for students and faculty in their community-based and international activities
- Foster collaboration with other libraries, archives and educational and cultural organizations
- Increase the Library's global presence

CREATE AN EXCEPTIONAL WORK ENVIRONMENT

The Library commits to being a respectful, healthy environment that encourages leadership, collegiality, diversity, individual growth and opportunity.

GOALS

- Continue to build a respectful, healthy and sustainable work culture
- Support and engage staff in planning for organizational change
- Ensure a work environment that fulfils employees' needs for continual learning and growth
- Attract, recruit and retain a highly qualified, skilled and diverse staff

KELVIN SMITH LIBRARY
CASE WESTERN RESERVE UNIVERSITY

Summon: Search across the library's collections...

or access the Advanced Search Catalog Databases or eJournals directly

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COLLECTIONS
SERVICES
FACILITIES
GIVE TO THE LIBRARY
ABOUT US

need help? ASKSL START CHAT NOW

KSL Strategic Plan 2011-2014

Context - Mission - Vision - Values - Goals & Objectives - Visualizations

Context

A major underlying principle of this strategic plan is to highlight objectives that represent either entirely new activities for the Kelvin Smith Library (KSL), or ones in which a substantial redirection of effort is required. Although continuing activities do not appear in the objectives, there are some broad commitments that are bedrock principles upon which we base all KSL services. In particular, KSL will continually: (1) build and maintain strong scholarly information resources; (2) foster faculty and student engagement and productivity in their intellectual pursuits; (3) provide high quality services for our faculty, students and staff; (4) work collaboratively with on-campus and external partners to maximize the availability of information, and (5) grow our vibrant commitment to inclusion and diversity in our programs, services, and staffing.

PDF Adobe Download the PDF

Mission

KSL is the knowledge and creativity commons of CWRU.

Vision

KSL will be the information laboratory for knowledge collection, connection, creation, and curation.

Values

- openness
- collaboration
- personalized service
- agility and innovation through experimentation

Goals & Objectives

KSL Objectives: Impact

I.1 - Understand CWRU Community Interests and Needs. Transform the design and delivery of KSL services by systematically engaging in research to understand the changing needs and scholarly behaviors of faculty, undergraduate and graduate students, and by customizing services to accommodate differences among these groups.

I.2 - Expand the Availability of Scholarly Content. Ensure that KSL is the trusted campus source for procuring, preserving, and delivering scholarly information by:

- identifying future research needs and developing a multi-year plan to provide the books, journals andother information resources to ensure that KSL's support of research is commensurate with that of the best practices of academic research libraries (including in support of University international and interdisciplinary initiatives);
- expanding the core of information housed or fully accessible on campus as CWRU is particularly vulnerable to the likely reduced ability of OhioLINK to provide CWRU with the level of research collections required for excellence;
- developing, in consultation with faculty, comprehensive principles to govern the preferred formats for the acquisition, retention and storage of library materials, with particular attention paid to publication periodicity and the diverse needs of different academic disciplines;
- creating a new library materials allocation formula for KSL library materials that is fair and transparent, and that recognizes changes in scholarly publishing and the use of these materials at CWRU;
- examining and recommending actions to further the adoption of Open Access by the CWRU community;
- expanding the scope of special collections with a focus upon University areas of strength that supportthe curriculum and research of CWRU faculty and students; and,
- exploring opportunities to grow the use of the archival materials by faculty, students and staff throughincreased marketing of available collections, and by expanding access and preservation through digitization of both born-digital and printed materials (e.g., in science, technology, and medicine, as well as industrial, urban, ethnic, cultural and immigration history).

I.3 - Define and Deploy a Digital Learning and Research Strategy. Engage in campus and external partnerships to define and deploy a strategy that integrates KSL services for digital learning and scholarship that: (a) is built upon a strong technological infrastructure and embedded personal support for faculty and students; (b) provides a data management plan – including a data repository and curation services – that will fully accommodate the data management requirements for federally-funded research; and (c) provides a unified information chain for faculty and students beginning with topic identification, and advancing through digital investigation methodology, content creation, and communication.

I.4 - Increase Student Fluency in Knowledge Discovery and Processing. Engage in a strong partnership with faculty to develop an innovative new information literacy program that: (a) provides students with instruction at the point of need; (b) effectively employs a combination of pedagogic techniques (e.g., live presentation, self-paced learning units, recorded instruction); (c) enhances the ability of undergraduate and graduate students to comprehend and integrate diverse information resources, and thereby contribute to their ability to create new knowledge and engage in lifelong habits of the mind; and, (d) demonstrates value through a strong outcomes-assessment component.

I.5 - Become the Campus Destination for Intellectual Pursuits. Advance student, faculty and staff recruitment and retention by: creating a

comprehensive and flexible strategic program to meet the specialized needs of each key client constituency; engaging with faculty to create programs and platforms to foster scholarly exchange among diverse members of the university community, and with colleagues nationally and internationally; reinvigorating KSL as a physical and virtual destination for faculty, students and staff through the creation of inviting collaborative and individual learning and research spaces; and, creating new service delivery models.

KSL Objectives: Diversity

D.1. - Define Services and Information Resources to Support Global Diversity. Advance the international initiatives of the University by providing robust information resources and support for globalization activities, both for CWRU faculty, students and staff who are working abroad, and for international students who are studying at CWRU.

D.2. - Promote Collaborative International Content Development. Position CWRU to influence the economic models affecting trade publications and scholarly content by participating in collaborative global information developments that cultivate contributions from global partners (from both developed and developing countries) to expand the global availability of information.

KSL Objectives: Community

C.1 - Strengthen Content Partnerships. Strengthen OhioLINK, UCI and other library partners to ensure the continued availability of digital and print information resources of value to the CWRU community.

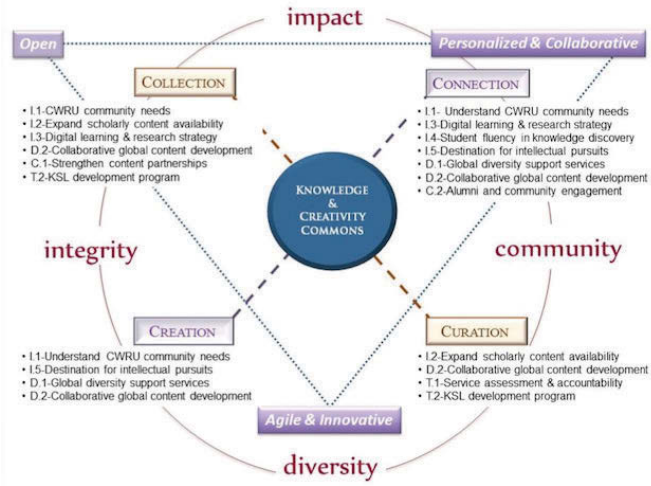
C.2 - Alumni and Community Engagement. Undertake a comprehensive strategic review and articulate a plan as to how KSL will support alumni, and the extent to which KSL can and should support the larger Cleveland community.

KSL Objectives: Integrity & Transparency

T.1 - Service Assessment and Accountability to the CWRU community. Continually assess and report upon KSL's progress to implement best management practices, including identifying and reporting measures of success that are important to the university community.

T.2. - Build a KSL Development Program. Ensure the financial sustainability of KSL by establishing a development program, including articulation of major gift priorities and goals, the development of persuasive case statements worthy of prominent participation within the University Capital Campaign, and the initiation of a systematic program to cultivate potential donors.

Visualizations



EXECUTIVE SUMMARY

The Columbia University Libraries/Information Services (CUL/IS) Strategic Plan for 2010-2013 continues themes addressed in the 2006-2009 Strategic Plan while embracing an expanding role within the larger academic community. Faced with fundamental changes occurring in higher education, information technology, and scholarly communication, CUL/IS has developed a wide-ranging and ambitious agenda to fulfill its mission of delivering high-quality content and responsive services in support of research, teaching, and learning at Columbia University and to the wider scholarly community.

This plan is the result of a series of focus groups and studies that took place in the fall of 2008 and the spring of 2009. A Strategic Planning Group, appointed by James Neal, Vice President for Information Services and University Librarian, guided the development of the plan. The plan will serve as guidance for CUL/IS staff and other internal and external stakeholders as they collaborate on the development and implementation of projects and programs.

The plan has been developed in a context of rapid and far-reaching economic, technological, legal, and social change. Economic conditions will have strong impacts on scholarly publishing, the availability of grant funding, the library technology marketplace, and University capital investments. Advances in technology bring new service expectations, changing the ways students learn, faculty teach, and researchers collaborate. Pending legislation may profoundly affect access to digital content and scholarly research.

In response to these changes CUL/IS, together with other research libraries, will place renewed emphasis on seeking systemic change through deep collaborations, eliminating redundant operations and achieving efficiencies of scale, and emphasizing collections and expertise of unique value to the larger scholarly community. CUL/IS will also work to influence change by exercising strong leadership in areas such as information policy, open access to scholarly research, intellectual property rights, innovation in using technology in teaching and learning, collecting and managing web content, and sustaining access to global resources.

The strategic plan focuses efforts and resources in five critical areas:

- **Global and Special Collections**: The plan strongly reaffirms Columbia's commitment to continue to develop and support global and special collections. This assumes the collection and preservation of print and other analog materials, as well as digital materials, together with a specialized staff of subject librarians, catalogers, and curators working with faculty and students to develop and interpret collections and services.
- **Digital Collections**: As faculty and students work increasingly in virtual environments, deep and effective digital collections and services are essential. CUL/IS will aggressively develop licensed, purchased, locally-created, and born-digital collections and related services to meet the research and teaching needs of the University.
- **Effective Interfaces and Improved Access:** This plan places a new emphasis on simplifying and improving access to digital and print resources and services. CUL/IS will substantially improve search, discovery and delivery, both in terms of improving

local interfaces and by exposing Columbia resources to other search engines and discovery tools.

- **Library Space**: The plan recognizes the continuing importance of library space on the Columbia campus – and the appropriate repurposing of these spaces in order to meet the changing behaviors and needs of new generations of library users.
- **A New Type of Research Library:** Lastly, this plan expands the definition of a research library to include the work of the three centers (the Center for New Media Teaching and Learning, the Center for Digital Research and Scholarship, and the Copyright Advisory Office) - focusing on the purposeful use of technology in learning and teaching – on partnering with researchers and scholars to share new knowledge – and on addressing the relationship between copyright law and the work of the University.

The Strategic Plan for 2010-2013 will guide the allocation of the CUL/IS budget over the next three years, and will shape future budget submissions. To maintain current acquisitions levels and collecting depth, it will be necessary for the University to continue a significant annual increase to the collections budget. Significant new investments in technology and infrastructure will be needed to realize aspects of the plan such as a new module at the ReCAP storage facility, digital storage and preservation, extension of library services to Manhattanville, creation and maintenance of digital centers in the humanities, sciences, and social sciences, and replacement of aging software for library management and discovery systems. We will continue to actively pursue opportunities to expand the reach of the operating budget through grant opportunities, the major gifts program, broadening outreach to alumni, collaborative fund raising with schools and other external partners, and expanded engagement with the University administration and academic leadership in resource development.

University Library

Strategic Initiatives
FY12 – FY14

December 2011

I Background

The University Library's last strategic plan ran from 2006 – 2011. In light of the arrival of new leadership for the Urbana campus in Fall 2011, the Library chose not to develop a full strategic plan at this time, but to employ a planning process that would inform short-term and medium-term decision-making while long-term priorities for the campus were identified through a broader process. This strategic initiatives document identifies priorities, including specific goals and objectives, that will inform Library decision-making during FY12 – FY14 (July 1, 2011 – June 30, 2014).

II Mission

The University Library supports teaching, learning, scholarship, and public engagement at the University of Illinois at Urbana-Champaign by providing world-class library services and collections, and acts as an informed steward of collections and content comprising a current and retrospective record of human knowledge.

III Vision

The University Library offers unique opportunities for intellectual exploration to the faculty, staff, and students of the University of Illinois at Urbana-Champaign, the citizens of the State of Illinois, and scholars and visitors from across the country and around the world through its leadership in the:

- design and delivery of exceptional user services;
- acquisition and curation of extraordinary research collections;
- identification and application of new information technologies;
- research and development of innovative library services and information technologies; and
- promotion of substantive and sustained collaboration with partners on the Urbana campus, among the local community, across academic institutions, and around the world.

IV Guiding Values

The University Library is committed to:

- Improving access to library content and collections;
- Preserving and curating physical and digital collections entrusted to its care;

- Promoting subject, functional, and technical expertise among its faculty and staff in order to inform the design of Library services and the development of library collections;
- Fostering a supportive, inclusive, and diverse environment among its faculty, staff, and users;
- Stimulating innovation in library practices, services, and technologies;
- Advocating global perspectives on library issues and issues relevant to the broader enterprise of scholarship and scholarly communication; and
- Mentoring the next generation of librarians and information professionals.

V Goals for FY12 – FY14

Goal 1: Promote Access to, and Discovery of, Library Content and Collections
In order to provide a complete and integrated resource discovery environment for our users, the Library will:

1.1 Acquire and implement a "Web-scale discovery system" that will enhance access to Library content and collections, both print and digital.

1.2 Establish a program for making "hidden collections," both in circulating and special collections, accessible, including targeted investment in processing backlogs in special collections and other distinctive collection areas, e.g., foreign language materials.

1.3 Process archival collections and enhance archival finding aids in order to prepare for the migration of these records into the ArchivesSpace discovery system once it becomes available.

1.4 Invest in new positions and technology infrastructure required to advance the Library's research leadership position in the field of search and discovery, and to integrate the results of that research into the discovery tools available to Library users.

Goal 2: Support Teaching and Learning Programs
In order to enhance support for teaching and learning programs on the Urbana campus, the Library will:

2.1 Design and implement the Undergraduate Library Media Commons service program as a campus-wide resource for media literacy education, course-integrated media content creation and evaluation, and curation of student-created media content.

2.2 Design and implement a collaboration, consultation, and instructional space that builds on the foundation provided by the existing Scholarly Commons service program to provide instructional and scholarly support services to undergraduate researchers, graduate students, and faculty.

2.3 Increase integration of subject specialist librarians into academic departments and programs across campus in order to promote use of information, instructional, and scholarly support services by students, staff, and faculty.

Goal 3: Support Digital Scholarship
In order to support the emerging needs of students and scholars engaged in e-science and other forms of digital scholarship, the Library will:

3.1 Establish a robust and sustainable program supporting access, dissemination, preservation, and curation of digital content created, managed, or acquired by the Library.

3.2 Invest in new positions and/or re-allocate resources from among existing human resources toward data curation activities.

3.3 Promote the outreach, acquisitions, and scholarly support programs associated with "data services" provided across the Library, especially as a component of the Illinois Research Data Initiative.

Goal 4: Expand Library Collections
In order to promote the Library as a destination, physical and virtual, for the global scholarly community, and to support sustainable models for collection management in research universities, the Library will:

4.1. Invest additional resources in Library collections serving areas of identified campus and Library strategic interest.

4.2 Identify strategies for ascertaining emerging research and teaching emphases on the Urbana campus and use this information to establish collection development objectives.

4.3 Acquire, process, and make accessible materials scarcely-held among research libraries that align with campus research and teaching emphases and/or with the historic strengths of the Urbana campus collections.

4.4 Model best practices in collection management through application of guidelines for long-term storage of print materials informed by its participation in local, state, regional, and national programs.

Goal 5: Sustain Partnerships and Collaborations
In order to enhance and improve Library services through participation in partnerships at the local, regional, national, and international levels, the Library will:

5.1 Identify opportunities to establish Library spaces and services supporting teaching, learning, and student services designed in collaboration with partner programs, following the models set by the Undergraduate Library Learning Commons and the Center for Academic Resources in Engineering.

5.2 Identify opportunities for international partnerships that inform long-term goals supporting international initiatives in the Library and on the Urbana campus.

5.3 Expand the "International Reference Service" program based on the Slavic Reference Service model in order to expand the reach and audience for international and area studies expertise and collections on the Urbana campus.

5.4 Promote collaborative efforts toward accomplishing local, regional, and national goals for digital preservation programs through participation in initiatives such as the DuraSpace Foundation, ArchivesSpace, and HathiTrust.

Goal 6: Promote Innovation
In order to nourish a culture of innovation in the design and development of library services, collections, and technology, the Library will:

6.1 Improve the coordination of research support for Library faculty and staff, including identifying research themes, enhancing support for grant proposal development, and supporting experimentation in the application of technology to Library services.

6.2 Establish an "innovation fund" to support pilot projects and other initiatives that explore new ways to improve library services and collections.

6.3 Adopt best practices from the fields of evidence-based librarianship and user experience in the design and development of library services.

Goal 7: Build a Robust Assessment Program
In order to ensure evidence-informed decision-making across the Library, the Library will:

7.1 Establish a Library-wide assessment plan aligned with strategic planning activities at the program, college, and campus levels.

7.2 Identify strategic and tactical metrics for use in Library assessment activities.

7.3 Implement mechanisms for routine access and dissemination of data useful in evidence-informed decision making at every level of Library operations.

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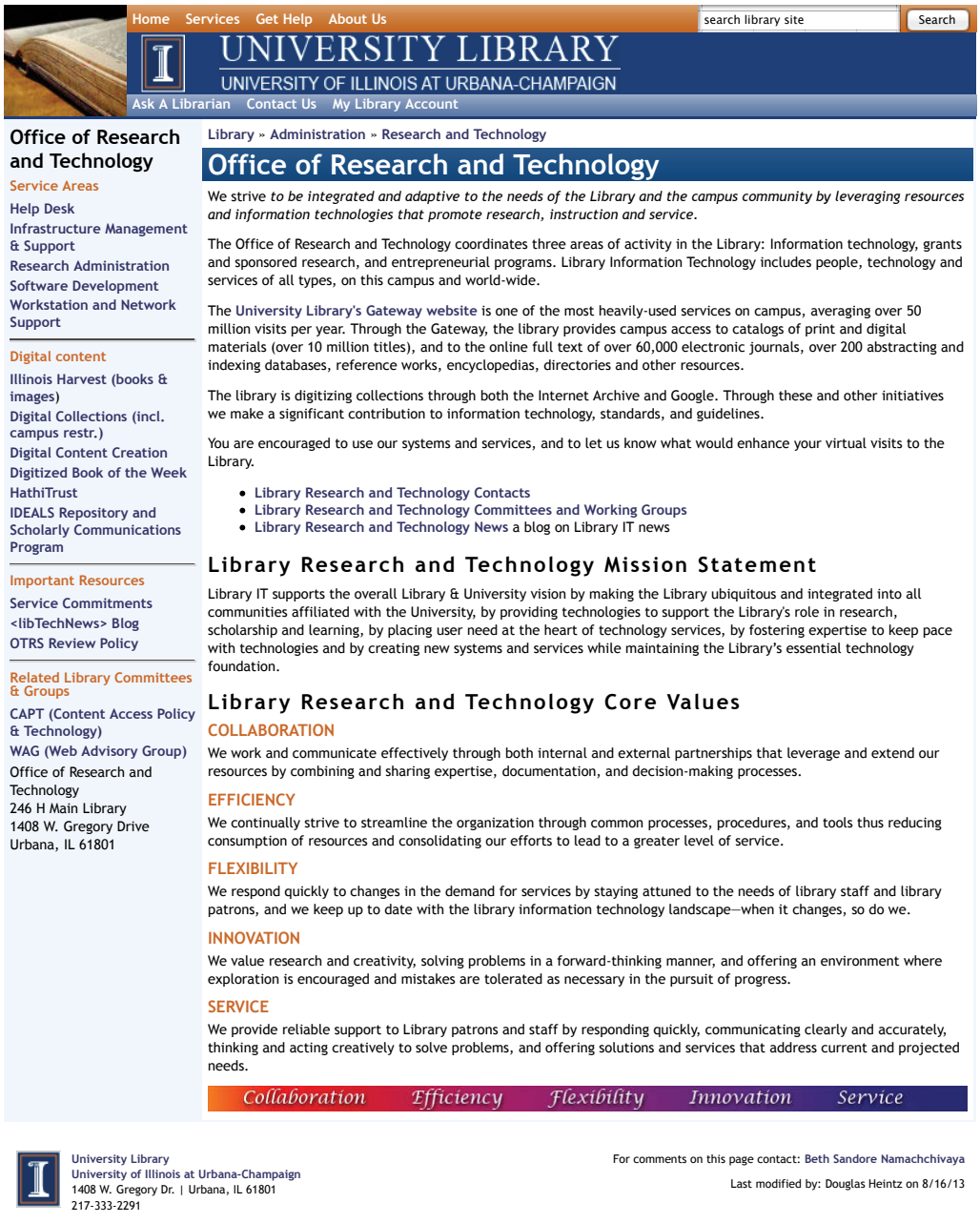
Office of Research and Technology
http://www.library.illinois.edu/administration/it/index.html



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Guideline for Investigation Time
http://www.library.illinois.edu/administration/human/resources/investigationtime.html

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Guideline for Investigation Time

The University Library seeks to support and actively encourage the continued development of skills and knowledge in our Academic Professional (AP) employees in a fashion that recognizes their specialized backgrounds and is also cognizant of the realities of budget pressures. Full-time APs regardless of their official title should be investigating areas of interest to them, even if those investigations are not directly in support of an immediate programmatic need. This type of employee-driven research is to be distinguished from that which is done as part of the employee's regular work responsibilities or at the direction of a supervisor; this distinction includes training activities and conferences. These activities should not count towards the "investigation time" described in this guideline.

The amount of time for this should be negotiated between the AP and the supervisor. It is expected that many of the areas employees choose to investigate will have some direct benefit to the Library even near-term. When this is true (as determined by the supervisor or the unit head if necessary) the investigation time can be increased. Obviously really beneficial investigations may evolve into a "regular" work assignment or production activities at which point it is no longer subject to this categorization. For example, an AP and supervisor may agree that the AP can spend around 5% of their time on investigations, which equates to 2 hours per week during weeks the employee works a full 40 hours. This could be increased up to 10% if it seems the area may have a more immediate direct benefit to the Library.

The employee and supervisor can negotiate minor shifts of this time (e.g. half a day bi-weekly or one day per month), but this "investigation time" does not accumulate and accrue over time. Even though the topic of investigation is up to the employee, they must inform their supervisor what they are investigating and when. Employees will not be forced to investigate if they opt out for a time, so long as this is not due to implied or explicit pressure from the supervisor or peers.

A few examples of the things APs might pursue are:

- taking online courses, tutorials, webinars, on a relevant topic
- analyzing information in different ways
- learning a (new) programming language, or more advanced techniques
- learning about or practicing different research methods
- creating a new software application
- finding a career mentor (within the library or elsewhere on campus)
- learning about project management or other aspects of management
- writing a paper intended for publication

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For comments on this page contact: Administration Office

Last modified by: Donna Hoffman on 7/5/11

IOWA STATE UNIVERSITY

University Library Strategic Plan: 2011-2016

Mission

Iowa State University Library is integral to the campus mission to create, share and apply knowledge to make Iowa and the world a better place.

Vision

The University Library provides and promotes discovery tools, trusted informational resources, and information literacy skills as a vital campus partner in ensuring that the university will lead the world in advancing the land-grant ideals of putting science, technology and human creativity to work. In doing so, the Library equips faculty, staff and students to create, share and apply knowledge in addressing the challenges of the 21st century.

I. University Priority: Learning and Teaching

Library Strategic Initiatives

All Iowa State students, regardless of their learning location, will:

1. Achieve a grounded understanding of information literacy concepts and skills through the library's interactive learning programs that support their life-long needs to identify, synthesize, and ethically use trusted information as they collectively work to make the world a better place.
2. Successfully connect with information, resources and services they need through intuitive, mobile, technologically rich discovery and learning tools.
3. Enjoy productive gatherings or solitary work in a technologically advanced, safe and trusted library environment that serves as their intellectual, cultural and social center for efficient academic work and personal success.

II. University Priority: Research

Library Strategic Initiatives

All researchers, regardless of location, will advance their work with:

1. Rapid and easy access to a broad array of the most current and historical full-text research materials through intuitive, mobile, technologically rich discovery tools.
2. Broad interdisciplinary and basic research collections (with growing focus on key strategic cross-disciplinary research) that will serve future generations of scholars through local and consortial repository agreements and partnerships in context of a nationally-respected preservation program.

3. A digital repository and publishing infrastructure that ensures global awareness and access to Iowa State research, provides creative solutions for open access mandates from granting agencies, and offers an effective publishing tool for campus journal editors and campus publications.
4. An array of research support tools that provide and promote individual and institutional awareness of research success and creative impact.

III. University Priority: Outreach and Extension

Library Strategic Initiatives

Iowa and global community members will:

1. Discover and use high-impact Iowa State research through the Internet via the e-Library's digital repository.
2. Benefit from library partnerships that build shared print and electronic repositories that ensure open access to the national research journal collection and support collective efficiencies as to physical space and collection management.
3. Discover and access unique and nationally important research materials held and preserved by the ISU Library.
4. Enjoy welcoming access to a research library environment that may serve as an intellectual and cultural center for their efficient research and personal success.

IV. University Priority: Community of Faculty and Staff

Library Strategic Initiatives

The university community of faculty and staff will:

1. Be assured that the library's broad research collections, mobile discovery tools, innovative programs and services impress prospective candidates in their recruitment, and support retention of an outstanding faculty and staff.
2. Enjoy productive gatherings or solitary work in a technologically advanced and safe library environment that serves as their intellectual, cultural and social center for efficient academic work and personal success.
3. Benefit from strong and innovative external library partnerships, including the Ames Public Library, the Regents Libraries, and the State Library of Iowa, as we collectively offer an extensive range of library resources and services that ensures vibrant community success and impact.

UNIVERSITY OF KANSAS
KU Libraries: Strategic Directions 2012–2017
http://www.lib.ku.edu/strategicplan/

KU LIBRARIES The University of Kansas

The University of Kansas Libraries

Libraries Home

KU Libraries: Strategic Directions 2012-2017

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ask A LIBRARIAN

SHARE

The work of this strategic plan has been driven by one question: Given the changing landscape of higher education and the dynamic ambition of our institution, how must KU Libraries transform over the next five years? The goals, strategies and metrics defined in this document represent an intentional redefinition of libraries at the University of Kansas.

UPDATES
Updates on progress toward each goal.

OVERVIEW

VISION, MISSION & VALUES

GOAL 1
Integrate information literacy, research skills and information resources into the curriculum to enhance critical thinking, academic success and lifelong learning.

GOAL 2
Advance scholarship through proactive engagement in research and scholarly communication.

GOAL 3
Strengthen KU Libraries' position as an agile, responsive organization capable of continual improvement and change.

GOAL 4
Stabilize and grow existing funding sources, secure new funding opportunities and enhance public accountability.

Strategic Directions

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Contact

Rebecca Smith
Executive Director of Communications, Advancement & Administration
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Related Resources

Bold Aspirations

Contact Us
KU Libraries
Lawrence, Kansas 66045
(785) 864-8983

KU KU Libraries

RESEARCH TOOLS AND EXPERTISE FOR TWENTY-FIRST CENTURY SCHOLARS

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.

MIT Libraries
Annual Report FY 2012-2013

Research

by Micah Altman, Director of Research

The Libraries' pioneering decision, over a decade ago, to develop a general research program established its reputation for information science research and led to the development of tools and approaches used by many memory institutions and individual researchers. The new Program on Information Science continues this tradition of applied research in information management, dissemination, and preservation.

The current Program on Information Science was initiated as part of the Libraries general research efforts in 2012 with two goals: Firstly, the program aims to catalyze the MIT community in identifying, adapting, and applying new practices, standards, research findings, and methodologies from information science in support of research, education, and practice. Secondly, the program aims to lead in the development of targeted standards and practices in the field of library and information science.

The research program has grown its portfolio and is now engaged in several areas of ongoing research including:

- **Open access publishing**
  The research program is collaborating with Harvard and Stanford on a "Data Sharing System for Journals," which aims to develop data-citation and publication workflows for Open Access publications. This work is funded by an award from the Sloan Foundation.
- **Data management**
  The research program is collaborating with Harvard University and Microsoft Research to develop a better understanding of the practical performance and usability of a variety of algorithms for analyzing and sharing privacy-sensitive data. The project will develop secure implementations of these algorithms and legal instruments, which will be made publicly available and used to enable wider access to privacy-sensitive data sets. This work is partially funded by the National Science Foundation.
- **Crowd-sourced information**
- The program is collaborating with George Mason University on the Public Mapping Project, which uses crowd-sourced GIS information to stimulate public participation in electoral mapping and to advance research in related areas of political science, law, and public administration. This work has been partially funded by the Sloan Foundation and Tides foundation.

- **Digital preservation**
  The research program recently completed an IMLS-funded collaboration with UNC, Chapel Hill, University of Michigan, Harvard University, and University of Connecticut to develop an open-source system for systematic policy auditing of distributed digital replication systems. This is being used by the Data-PASS partnership, US GovDocs replication network, CLOCKSS, and others to improve the preservation of critical content, and has revealed substantial gaps between high-level policy and execution in existing preservation methods.

In the 2012-2013 fiscal year the program received three awards for its work in crowd-sourced geographic information systems:

- The 2013 Antonio Pizzigati Prize for Software in the Public Interest was awarded by the Tides Foundation to the program's head, Micah Altman, for development of software in the public interest.
- The 2012 Data Innovation Award for Data Used For Social Impact was presented at the O'Reilly Strata Conference.
- The 2012 Outstanding Research Software Development Award was presented by the American Political Science Association (Information Technology and Politics Section) for development of software useful for political science research.

In FY13 the program has conducted outreach and dissemination activities including:

- Publications of six professional articles and book chapters related to research conducted by the program. This included a chapter in a National Academies report on data citation, and an issue of one of the top-three political science journals.
- Delivering over a dozen invited talks at local workshops, national, and international forums. These talks included a keynote presentation on issues related to data open access presented for the National Academies' meeting Public Access to Federally-Supported Research and Development Data.
- Developing a new website for the program and its research projects based on the *OpenScholar* system: informatics.mit.edu.
- Establishing a monthly "brown-bag" seminar series cover a broad range of developments in information science relevant to libraries and scholarly communications.- Authored and delivered three IAP courses in the areas of developing research proposals and managing confidential data. This attracted students, postdocs, and research staff representing departments across the Institute and beyond.

Finally, the Libraries' research program engaged with a number of key organizations that are developing or guiding broad standards, infrastructures and community efforts:

- As a part of the board and of the technical steering group, the Libraries' research program continues MIT's contribution to the direction of Open Researcher & Contributor ID. ORCID, Inc. is a non-profit organization dedicated to solving the name ambiguity problem in scholarly research; and it brings together the leaders of influential universities, funding societies, publishers and corporations from around the globe. In October 2012, ORCID launched its first full release of its core author identifier and registry service. It now has a membership of over sixty-five member institutions and has registered identifiers for hundreds of thousands of researchers. This constitutes an advance in the infrastructure of scholarly communication.
- As a part of the coordinating (steering) committee, the Libraries research program contributes to the leadership of the National Digital Stewardship alliance. NDSA is a collaboration of over 150 public, private, and governmental organizations committed to establish, maintain, and advance the capacity to preserve our nation's digital resources for the benefit of present and future generations. In July the NDSA released the National Digital Curation Agenda, which identifies state of research, practice and collaboration in digital preservation.
- As a part of the CODATA/ICTSI/BRDI task group on data citation standards and practices, the Libraries research program is contributing to the development of data citation standards. A major report from this group is forthcoming as a special volume of the CODATA journal.
- As part of an OCLC research task group, the Libraries research program is contributing to analysis of the benefits, needs, and challenges for integrated author and research identification.

Over the next several years, we expect to grow its research portfolio through internal and external collaborations with library staff, faculty, partner institutions, and funders. This expanded portfolio aims to include projects in many of the following areas: managing and disseminating ”big” data, developing new methods for digital preservation, and supporting information management and access related to massively open online courses, as well as initiatives in other areas. In support of these activities, we expect to expand the research program to employ and engage students, postdocs, virtual assistants, and additional research staff.

MITLibraries

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Digital Library Application Development

About Digital Library Application Development (DLAD)

The Digital Library Application Development (DLAD) department provide professional software development, analysis, and planning for technology systems commissioned by the Libraries. We evaluate when to buy new systems and when to develop or modify systems in-house.

Richard Rogers, head

Matt Bernhardt

Web Developer
Digital Library Application Development
mjbernha@mit.edu | E25-131 | 617.253.3240

Sands Fish

Sands Fish
Senior Software Engineer
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Personal web site

MCMASTER UNIVERSITY
Strategic Plan 2010/2013
http://library.mcmaster.ca/sites/default/files/final-strat-plan-brochure-2011.pdf

McMaster University
LIBRARY library.mcmaster.ca

2010-2013

STRATEGIC PLAN

Strategic Plan | 2010/2013

Over the last five years, McMaster University Library has transformed itself into an innovative, user-centred service provider. We have responded to shifting student and faculty expectations by dramatically changing our physical and virtual spaces, by enhancing services, by enriching our unique collections and by building strong relationships both on and off campus.

Our new Strategic Plan provides a clear roadmap for continuing this transformation. The new plan is based on a *Balanced Scorecard* framework, thus reflecting our ongoing commitment to regular and sustained improvement across all aspects of the organization. The ten new strategic objectives will challenge us to enhance our focus on the user experience, to improve internal efficiencies, to advance the learning and growth of our staff, and to increase our financial health. The new framework will also encourage us to regularly measure and communicate our progress in meeting these ambitious goals.

As an organization, we are committed to our new Strategic Plan and feel that it represents our dedication to ongoing transformation. I invite you to learn more about our Plan and to follow our progress in the coming years.

Jeffrey G. Trzeciak
University Librarian

Our Vision, Mission and Values

Vision

McMaster University Library will be recognized as Canada's most innovative, user-centred, academic library.

Mission

The University Library advances teaching, learning and research at McMaster by:

- teaching students to be successful, ethical information seekers
- facilitating access to information resources
- providing welcoming spaces for intellectual discovery
- promoting the innovative adoption of emerging learning technologies

Values

- excellent customer service
- collaboration, innovation, creativity and risk taking
- inclusiveness and respect for the individual
- accountability for our actions and decisions

McMaster University LIBRARY

MCMASTER UNIVERSITY
Strategic Plan 2010/2013
http://library.mcmaster.ca/sites/default/files/final-strat-plan-brochure-2011.pdf

McMaster University
LIBRARY library.mcmaster.ca

Strategy Map | 2010/2013

Focus on faculty, students and university staff

- Strive for exemplary service that is responsive to user needs
- Create world-class teaching & learning spaces
- Improve discovery of and access to scholarly resources
- Integrate the Library into the University's teaching, learning and research mission

Focus on library staff learning and growth

- Grow an evidence-based culture that encourages innovation and risk taking
- Nurture a healthy, collaborative, and dynamic work environment
- Develop highly-trained, technologically-fluent superlative staff

Focus on library processes

- Track efficiency and effectiveness of Library programs and services
- Promote awareness of the Library's rich collections, state-of-the-art facilities and exemplary services

The Library's Strategic Plan is a living document. For current information on specific initiatives or to access our Library Scorecard, please visit our website at: library.mcmaster.ca/mission

Focus on financial health

- Secure appropriate financial resources to maintain a world-class research library

McMaster University LIBRARY

UNIVERSITY OF MINNESOTA
Supporting the Cycle of Knowledge. Strategic Priorities for the University Libraries (excerpts)
https://www.lib.umn.edu/pdf/ULibraries_strategic_planning.pdf

STRATEGIC DIRECTIONS FOR 2011–2013

Supporting the Lifecycle of Knowledge

Digital content abounds, new forms of information access are emerging, and new tools for communication and exchange are multiplying rapidly, changing how faculty and students discover and manage their research resources, create new knowledge, and share their work.

The Libraries support students and scholars throughout the overlapping and iterative phases of the knowledge lifecycle.

- **Discovery**: finding relevant publications, media, and data, keeping current in one's discipline
- **Use**: acquiring, organizing, and exploiting content and data
- **Creation**: producing new intellectual goods, analyzing, writing, and reviewing
- **Dissemination**: teaching, discourse within disciplinary communities, collaboration, and publishing

STRATEGIC THEMES

The Libraries' planning process identified the following areas of strategic importance for priority attention.

1 Content & Collections: *Stewardship in a Global Context*

The rapid evolution of digital publishing, coupled with trusted mechanisms for accessing and preserving digital content (e.g., the HathiTrust), offer significant opportunity to explore new and collaborative approaches to collection development and management. In the context of continued inflation and constrained budgets, the Libraries are challenged to refine collecting strategies, while providing cost-effective stewardship for legacy collections.

Goal

The Libraries will provide for contemporary and future research by developing collections that support campus programs and by collaborating with other institutions to manage, preserve, and share distinctive resources for a global community of scholars.

Strategies

- Refine collecting profiles to align with contemporary campus priorities and available funding. Develop, preserve, and provide enhanced access to collections of distinction.
- Leverage the Committee on Institutional Cooperation's (CIC) cooperative licensing capacity to pursue deep discounts through consortium-wide contracts with major publishers.
- Increase Libraries' capacity to preserve and manage print and digital collections to ensure enduring access by developing a program of preservation and conservation and collaborating with cultural organizations in the development of infrastructure to preserve digital collections.
- Pursue opportunities to collaborate with academic and commercial partners, including shared print storage and digital initiatives within the CIC.
- Contribute to the development of the HathiTrust digital preservation program.

4

STRATEGIC DIRECTIONS FOR 2011–2013 *(CONTINUED)*

2 Access: *Enabling Robust Information Discovery and Delivery*

The Libraries' classic methods of providing information access through local catalogs and systems have undergone fundamental changes in the context of new models of distributing and accessing content. At the same time, the changing expectations for delivery among students and faculty have been profoundly influenced by prominent players such as Google, Amazon, and WorldCat. This has led the Libraries to recalibrate its critical and useful role in scholarly inquiry in the context of global information networks.

Goal

The Libraries will enhance online information discovery and delivery by providing services that are portable and personalized, open to the world's information network, and integrated into the teaching, learning, and research environments of our users.

Strategies

- Systematically integrate University of Minnesota Libraries' content and collections into global network discovery services, while "opening the door" of our local systems to the world's information network.
- Implement identity management strategies that enable users to navigate seamlessly between campus and external services.
- Enhance information discovery systems so they can be tailored to support discipline-specific research methodologies.
- Streamline the path between the *search* for information (electronic and print) and its *delivery*.
- Provide low-barrier connections between content systems and tools that support personal information management and analysis.

3 Research and Scholarship: *Enhancing Individual Productivity and Community Discourse*

Methods of scholarship have changed in the context of greater interdisciplinarity, collaboration beyond institutional borders, and exploitation of technology. The Libraries are challenged to support emergent methodologies, working collaboratively with campus and institutional partners. With the rise of new models for creating, sharing, and managing scholarly materials comes increasing demand for support of both the *processes* and *products* of scholarship. The Libraries support the evolution of these processes and play a lead role in educating the campus about issues of copyright and publishing policy.

Goal

The Libraries will play an instrumental role in sparking discovery, creativity, and innovation by advancing research and scholarship processes that allow for the unfettered flow of knowledge creation and sharing.

Strategies

- Extend research consultation services to help researchers manage, preserve, and share publications and research assets and data.
- Leverage Libraries' existing technology, expertise, and partnerships to develop digital content management and publishing solutions.
- Advocate for author publishing choices that align with academic values by expanding educational programs on copyright, authors' rights, and scholarly publishing.
- Assist individuals and academic units in assessing impact and visibility of research and scholarship.
- Leverage successful programs like the UMN-developed *AgEcon Search* and *EthicShare* to advance models of discipline-focused repositories and online communities and services within the academy.

5

UNIVERSITY OF MINNESOTA
Supporting the Cycle of Knowledge. Strategic Priorities for the University Libraries (excerpts)
https://www.lib.umn.edu/pdf/ULibraries_strategic_planning.pdf

STRATEGIC DIRECTIONS FOR 2011–2013 *(CONTINUED)*

4 Teaching and Learning: *Strengthening Campus Capacity and Enriching Student Experience*

Libraries' collections and campus-wide licenses for digital content provide critical course resources. The Libraries' longstanding programs to build information literacy skills are expanding through partnerships with faculty in curriculum redesign in support of the University's competency-based learning outcomes. Integrating content, learning tools, and course-specific resources within a mature campus learning infrastructure will support and enhance place-based and online learning.

Goal

The Libraries will support education through increased integration of critical content and tools in the curriculum and through programmatic investments in physical and virtual learning environments.

Strategies

- Partner with campus units to understand faculty workflow and needs in the development of courses.
- Assist faculty with incorporating evidence-based learning, essential inquiry, and problem-solving skills into the curriculum.
- Integrate Libraries' content and staff expertise in course management systems such as Moodle, with attention to embedded mechanisms to develop student information literacy.
- Expand cost-effective online strategies to support courses through online tutorials and system-generated Library Course Web Pages.
- Leverage Libraries' physical spaces for campus collaborations and learning support such as the SMART Learning Commons and Institute for Health Informatics.
- Collaborate with collegiate units to share Libraries' resources beyond campus (e.g., History Day and College in the Schools) and leverage Minitex programs to support the information needs of Minnesotans.

5 Organization: *Developing Agility and Advancing Efficiencies*

As the Libraries' roles expand through more active engagement with academic programs and development of infrastructure, the capacities required within the organization shift as well. These trends also require new types of expertise, strategies that are inherently collaborative (within the University and within the academy), and organizational agility to reconfigure resources to respond to changing demands and a changing economic context.

Goal

Invest in staff and organizational capacity for innovation, collaboration, risk taking, and assessment to meet emerging priorities and demands.

Strategies

- Strengthen the Libraries' assessment expertise to support ongoing evaluation of services and functions and to further workflow efficiencies.
- Develop capacities and systems for data capture and evidence-based decision making.
- Focus staff development investments to support achievement of strategic initiatives, leveraging expertise in the Libraries and on campus.
- Prepare managers to develop and realign staff expertise for new initiatives, reassignments, and working across organizational boundaries.

6

NATIONAL ARCHIVES

U.S. National Archives and Records Administration

Fiscal Year 2014 – 2019

Strategic PlanFebruary 2014 (As of June 5, 2013)

Our Values:

***Collaborate:** An open, inclusive work environment -built upon respect, communications, integrity, and collaborative team work.*

***Innovate:** Encouraging creativity and investing in innovation - to build our future.*

***Learn:** Pursuit of excellence through continuous learning - becoming smarter all the time about what we know and what we do in service to others.*

Strategic Context: NARA Transformation

The National Archives and Records Administration (NARA) is engaged in a multi-year effort to transform itself into a dynamic and modern agency. The NARA Transformation—launched in 2010—is a long-term initiative to build a new organizational culture that is agile and responds quickly to change, accepts risk, rewards innovation, and seeks continuous improvement.

The Transformation is grounded in the Open Government principles that an effective government is transparent, collaborative, and participatory.

Transformation requires NARA to develop new ways to engage its customers, advance new theories of archival science, and demonstrate leadership in electronic records management. NARA's Transformation is guided by six "transformational outcomes" that describe how we will deliver on our mission in a modern environment.

NARA completed a significant Transformation milestone in 2011, when it abolished its geographic organizational structure and realigned into new organizations focused on key customer segments. The new organizational structure allows us to better engage our stakeholders, encourage their collaboration and participation, and more effectively respond to their needs. In addition, the recently established Office of Innovation will accelerate agency-wide efforts to increase collaboration and provide more opportunities for public participation.

The Transformation is building the organizational culture that is necessary for NARA to achieve its strategic goals and realize its mission, as outlined in the 2014–2019 Strategic Plan, and change the way people think about archives.

Transformational Outcomes

- *One NARA* -We will work as one NARA, not just as component parts.
- *Out in Front* - We will embrace the primacy of electronic information in all facets of our work and position NARA to lead accordingly.
- *An Agency of Leaders* - We will foster a culture of leadership, not just as a position but as the way we all conduct our work.
- *A Great Place to Work* - We will transform NARA into a great place to work through trust and empowerment of all of our people, the agency's most vital resource.
- *A Customer-Focused Organization* - We will create structures and processes to allow our staff to more effectively meet the needs of our customers.
- *An Open NARA* - We will open our organizational boundaries to learn from others.

Major Trends Affecting NARA: 2014–2019

Electronic records are—and will continue to be—NARA's single greatest challenge and opportunity. NARA must modernize its approach to accepting, storing, and providing public access to records, in order to manage increasingly larger volumes of electronic records, in larger file sizes, and in a variety of formats. "Big data," social media, and public use and re-use of government data are changing the nature of government records in ways that challenge traditional records management practices.

As we work to improve management and preservation of and access to electronic records, these major trends will influence our strategies in the years 2014 through 2019.

- *Open Data and Digital Government*—The Administration has set clear goals for all Executive branch agencies to provide government information online and in machine-readable formats. "Open data" will change the nature of Federal records that NARA will receive in the future and challenges us to make more of its existing, paper-based archives available online and in searchable formats.

- *Cloud Computing and IT Shared Services*—The Administration is encouraging agencies to move more applications and data storage to lower-cost, commercial hosting. NARA must develop a cloud archiving strategy so that records created and used "in the cloud" can also be archived, preserved, and made publicly available in the cloud. We must also determine if there is a continuing need for centralized, fee-for-service storage of temporary and pre-archival electronic records similar to the paper-based services that we provide through Federal Records Centers.

- *Public Participation*—Open Government concepts have focused agencies on the benefits of encouraging public participation using new media tools. NARA must develop new techniques for managing and archiving records that document dynamic government interactions with the public. At the same time, we must seek new ways to solicit more public input and collaboration to further our mission.

- *Citizen Engagement*—NARA anticipates continued public demand for opportunities to learn about America's government and history in person through NARA exhibits, educational programs, and public events. NARA must find cost-effective ways to integrate in-person and online experiences so that our civic literacy programs are rewarding for both virtual and physical visitors. NARA will ensure that traditional services remain available and effective for underserved populations and individuals with limited proficiency with technology.

- *Employee Engagement*—NARA has been challenged with low employee satisfaction for many years. We must strengthen our efforts to provide all employees with an engaging, productive work experience now and in the future. We must plan for future workforce needs and ensure that all employees have the opportunity to collaborate, innovate, learn and grow as professionals.

NARA Mission, Vision, and Values

Our Mission is to provide public access to Federal Government records in our custody and control. NARA's mission focuses its many disparate programs and statutory responsibilities toward a common purpose of providing public access. Public access to government records strengthens democracy by allowing Americans to claim their rights of citizenship, hold their government accountable, and understand their history so they can participate more effectively in their government.

MISSION

NARA drives openness, cultivates public participation, and strengthens our nation's democracy through public access to high-value government records.

Our Vision is to transform into an agile and modern information agency. NARA's vision harnesses the opportunities of new and emerging trends in government, technology, and public engagement to deliver an exciting 21st-century archives. NARA will collaborate with other Federal agencies, the private sector, and the public to deliver *information*—including records, data, and context—when and where the customer needs it and through their communications channel of choice.

VISION

We will be known for cutting-edge delivery of extraordinary volumes of high-value government information and unprecedented engagement to bring greater meaning to the American experience.

Our Values reflect common aspirations that support and encourage the long-standing commitment of NARA staff to public service, openness and transparency, and the government records that NARA holds in trust. NARA's organizational values describe how the agency will interact with the public, achieve its goals, and realize the transformational outcomes.

VALUES

Collaborate—Create an open, inclusive work environment that is built on respect, communication, integrity, and collaborative team work.

Innovate—Encourage creativity and invest in innovation to build our future.

Learn—Pursue excellence through continuous learning and become smarter all the time about what we know and what we do in service to others

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION
About the National Archives. Office of Innovation
http://www.archives.gov/about/organization/org-detail.html?org=V

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E-Gov Report
State of the Archives and other Speeches & Writings
All Reports & Plans

Rules & Regulations
Laws & Authorities
Regulatory Process
NARA's Regulations
Significant Guidance

Feedback
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Comment on Draft Policy & Regulations
Inspector General Hotline
Customer Service Commitment

Employment
Jobs, Internships & Volunteering
Equal Employment Opportunity

Resources
Press Releases
Publications
Information Quality
Our Records Schedule
Electronic Records Archives (ERA)
Services to Members of

Office of Innovation

Pamela S Wright

The Office of Innovation leads NARA's efforts to create innovative ways to serve its customers and to increase access to and delivery of records through all forms of media. Its mission includes demonstrating leadership in the archival and information access field. The Office oversees the National Archives' Open Government and Digital Government Strategy efforts, the online public catalog, digitization strategy and partnerships, the National Archives' web and social media presence, the Innovation Hub, and the Citizen Archivist Initiative. In support these efforts, the Office runs and coordinates the Internal Collaboration Network; the description program; agency business architecture; metadata standards and authorities; internal digitization labs; intranet; and social media programs.

The Office of Innovation is led by the Chief Innovation Officer and consists of the Digitization Division; the Digital Engagement Division; the Innovation Hub; Business Architecture, Standards, and Authorities Division; and the Project Management Division.

Phone: 301-837-2029

NORTH CAROLINA STATE UNIVERSITY
Hunt Library Vision
http://www.lib.ncsu.edu/huntlibrary/vision

Hunt Library Vision

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USING
Get Books
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Explore Spaces
Explore Technology
Reserve a Room

VISITING
Hours
Directions and Parking
Tours
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The NCSU Libraries has earned an international reputation for an intense and sustained focus on how students learn and how faculty create and share knowledge in an age of digital technology and collaboration. The James B. Hunt Jr. Library builds on all we have learned to create an iconic building that captures the spirit of NC State University's strengths in science, engineering, technology, and textiles.

Designed to be a major competitive advantage for the university, the Hunt Library is a signature building that both enables and reflects NC State's vision as a preeminent technological research university recognized for its innovative education and research addressing the grand challenges of society. Its bold design is a visual statement of its bold purpose: to be a place not of the past but of the future, a place where our students, faculty, and partners can gather to research, learn, experiment, collaborate, and strengthen NC State's long tradition of leading transformative change.

A great research library is more than collections, technologies, and comfortable workspaces. A great library inspires—its architecture and technology create spaces that encourage collaboration, reflection, creativity, and awe. At the core of the vision for the Hunt Library is the ability for our students, faculty, and partners to immerse themselves in interactive computing, multimedia creation, and large-scale visualization—tools that are enabling revolutionary ways to see and use information.

In bringing together a state-of-the-art research library with the Institute for Emerging Issues, the Hunt Library is an international destination for those who seek to explore how collaborative spaces and innovative applications of technology can inspire the next generation of engineers, designers, scientists, researchers, and humanists.

The Hunt Library, in short, is the proud face of NC State University in the 21st century

The Hunt Library…

Creates a heart for Centennial Campus

Named the nation's top research park in 2007, NC State's Centennial Campus is a nexus of collaboration among students, faculty, researchers, and corporate, governmental, and institutional partners. In the past 25 years, it has grown into a powerful engine of growth for the state and the nation—and is now the fastest growing part of the NC State campus. The Hunt Library stands as its intellectual and social center.

Defines the research library of the future

By putting great technology in the hands of students and faculty around the clock, the Hunt Library enables and encourages learning, experimentation, and technology-intensive projects, and builds community by showcasing university research and bringing together scholars from many disciplines.

Narrows the seating gap

The Hunt Library almost doubles our study seating capacity. The NCSU

Libraries is significantly over capacity, often with over 10,000 visits in a single day. Before the opening of the Hunt Library, we could seat less than 5% of our students—far short of the University of North Carolina's standard of providing library study seating for 20% of the student population.

Immerses NC State in technology advantage

The NCSU Libraries has long been a bold technology incubator for NC State, making it easy for students and faculty to immerse themselves in the technologies driving our economy. The Hunt Library builds upon that tradition, giving the university an iconic space filled with technology-enabled furniture, high-definition video walls, 3D computing and visualization space, andvideoconferencing and telepresence facilities. Inspiring a spirit of discovery, the Hunt Library will help to produce the next generations of technology-savvy citizens, employees, researchers, and scholars.

Inspires great work with bold, adventurous spaces

In the digital age, libraries have become the creative space where students spend enormous amounts of their time—working, creating, studying, and interacting with peers. Faculty members and researchers, as well, need specialized spaces that support their research and teaching and build a sense of scholarly community. These spaces need to be comfortable; they need to make it easy to collaborate; they need to be inspiring. Every corner of the Hunt Library is designed to be memorable and stunning—an environment where people are encouraged to breathe life into the aspirations of an outstanding university.

Plans and Documents

- Hunt Library Vision Statement
- Library Master Plan, Summary
- Library Master Plan
- James B. Hunt Jr. Library Programming & Pre-Design, Final Report, Oct. 24, 2008

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Giving to the Libraries

Summary:

As the University embarks on a new strategic plan, the Library seeks to define the ways in which it can best contribute to the fulfillment of those goals. In 2011, we substantially completed many of the goals outlined in our 2008 plan, itself based on the University's prior strategic plan, the *Highest Order of Excellence.* A new strategic plan aligning the Library's goals with the University's new directions was drafted after months of discussion at all levels of the organization and largely finalized in November 2011.

The Library's new strategic plan is divided into the four sections that parallel the four sets of issues articulated in Northwestern's plan, *Northwestern Will -- We Will:*

- *Discover Creative Solutions --- we will work together through research and innovation to create solutions to problems that will improve lives, communities and the world*
- *Integrate learning and experience --- we will integrate student learning with experiences in the world, beyond the classroom*
- *Connect our community --- we will connect individuals from diverse backgrounds and life experiences to create a truly inclusive community*
- *Engage with the world --- we will build strategic partnerships locally, nationally and internationally to heighten our impact for the greater good.*

Rather than articulate separate goals, the Library has defined cross-cutting themes that identify the mechanisms through which we can advance the university's mission. Those themes are:

A. Distinctive collections
B. Innovative technologies
C. Customized services
D. Transformed space
E. Organizational readiness

The ways we envision using these mechanisms are explained further below.

Advancing the University through Library and Information Services:

> *The mission of Northwestern University Library is to provide information resources and services of the highest quality to sustain and enhance the University's teaching, research, professional, and performance programs. The Library provides a setting conducive to independent learning and a resource for users both within the Library and throughout the University and broader scholarly communities. The Library is committed to meeting the needs of users by taking a leadership role in linking the University to information in a rapidly changing environment. The Library develops innovative strategies to educate users and to select, organize, provide access to, and preserve information resources. It forges effective partnerships outside the Library to connect users with the resources they need.*

The University Library is more than a collection of books, although it has many and we are the curators. More importantly to this strategic plan, we are a society of scholars and a community whose goal is to support the creation, access, dissemination, and preservation of knowledge and we communicate and teach how to access that knowledge to local and national communities, and throughout the world. (A profile of the Library is in Appendix A.)

We collect information essential for the Northwestern community to investigate intellectual, scientific and creative questions and we assure, through large scale national collaboration, new technology development and curated preservation, that students and faculty have access to the texts they require, whether rare artifact or born digital. We maintain resources valued throughout the world for their scope and integrity and we find ways to allow the world to see these materials through new digital communication formats. We teach research strategies to Northwestern students, explore evolving scholarly communication models with faculty, and interpret collections for the general community. As an institution, "the Library," the designated physical spaces we oversee, provides an academic crossroads for students and faculty who need study space, collaboration space, technical support and distinctive collections.

Library-specific themes:

The work of the Library community can help enable all of the University's goals. We also need, however, to articulate strategic and targeted objectives pertinent to our professional domain and current challenges. Five themes unique to the Library's mission have been identified. Each theme, when considered in the context of each University goal, reveals specific directions and activities that then promote convergence between the library and our parent institution.

Following is a brief description of each of the cross-cutting themes and how it frames university goals.

A. Distinctive Collections: The digital transformation of all aspects of the scholarly publishing process challenges the library to ensure that needed research materials in all forms and formats are readily available to scholars even while new venues of acquisition, methods of preservation, and access methodologies are in rapid development. At the same time, major research libraries contribute to the world's cultural heritage by building collections of distinctive primary resources. We will craft mechanisms to ensure that digital and print information from all sources -- owned, leased, open access, locally created and consortially acquired -- is integrated to present one coherent corpus. We will investigate new methods of preservation for locally and nationally created digital and print resources to which we seek enduring scholarly access. And we will balance three collection components – the provision of leading edge resources for emerging research directions, the sustained growth of core academic collections, and the enhancement of unique scholarly collections of worldwide significance.

The library will integrate information resources to effect a unified, curated and comprehensive array of local and remote materials that are easily accessed, responsibly preserved and vigorously promoted to faculty, students, staff and broader user communities, in support of Northwestern's learning, teaching, and research agendas.

B. Innovative Technologies: The impact of global technological developments such as cloud computing, mass storage options, mobile platforms and new architectures on NU's technology infrastructure challenges us to develop and acquire information systems that are interoperable and federated, customizable to individuals and disciplines, and aligned with campus and national consortial directions. We will enhance existing information systems to reflect emerging trends, developing reliable hardware and software architectures that offer anytime-anywhere access to the information services and resources needed by the NU community, and ensuring that tools under development are seamlessly connected to other external and campus-based systems. We will continue to participate in collaborative technology development initiatives with campus and consortial partners, extending the horizons of access and delivery and supporting new approaches to research and pedagogy.

The library will develop and utilize flexible and reliable information technologies that are accessible independent of time, place, and platform, to support the NU community's learning, teaching and research needs, delivering high-quality services and academic resources.

C. **Customized Services:** Capitalizing on the opportunities afforded by multiple formats and methods of delivering services, we will offer "niche" services to conform to the particular needs of faculty, students and staff at varying levels and in diverse fields. Developments in communication technologies such as social networking and mobile devices have changed the way students and scholars learn, discuss and research information. Changes in information technologies and the digital development of the scholarly record require that these new forms of research and investigation be articulated by those individuals working most directly with the applications. We will seek to apply librarians' expertise in information discovery and management to the organization and preservation of campus digital assets external to the library's immediate collections, and will build on and promote librarians' abilities to assist with information management for scholarly resources and data in faculty and administrative settings.

The library will develop and promote services that support specific educational and scholarly research needs of the NU community, tailoring services to differing disciplines, educational levels and communication preferences, and contributing to the stewardship of campus information assets beyond those held solely by the library.

D. Transformed space: The Library's Master Space Plan completed in 2010 envisions the renovation of Deering Library into a state-of the art special collections space showcasing priceless and renowned digital and print collections; the transformation of Main Library into a combination of interactive spaces for core print collections, and for the use and creation of new forms of research communication by students and faculty in all disciplines; and the updating of the branches (Mudd and Schaffner Libraries) as vital, location-specific, subject-neutral satellites that support technology-rich research and consultation for point-of-service needs. The infrastructure systems of both Deering and Main Library are far past their functional lives. Even in the absence of major renovations, we will press for significant replacement of failing systems

in these buildings. The Oak Grove Library Center, built by NU to house 1.9 million volumes and to be extensible, will enable collection relocations and thus a phased approach to new services and spaces as above.

The library will advocate for the maintenance and enhancement of library spaces to reflect changing campus needs and innovative approaches to information access and learning, while developing and stewarding new and existing collections and services. The master space plan envisages an academic crossroads with dynamic spaces offering state of the art collaborative space, quiet areas for those engaged in digital or print research, showcasing of the campus' most distinctive materials, and "test beds" to explore and develop new forms of digital information.

E. Organizational readiness: Continuing change in collection practices, information technologies, service models and space requirements necessitates that we become a learning organization that encourages innovation and active participation. We will bring together a multi-part assessment program to look both outward and inward, and adopt methods, procedures and services that reflect the best practices identified nationally. Staff development will be emphasized and expanded through a variety of formal and informal mechanisms. We will undertake re-engineering and workflow analysis and explore new models of cooperation or outsourcing to carry out aspects of technical operations. We will work to assure a nimble organizational structure that acknowledges new campus directions as they emerge and positions the library staff as ready experts in relation to campus initiatives that target aspects of the research and information management process.

The library will ensure the effective deployment of its operational resources through staff development and organizational assessment, seeking to be flexible, creative and responsive to meet campus academic needs and exemplify the best professional practices.

PENN LIBRARIES STRATEGIC PLAN Fiscal 2011-2013
August 16, 2010

MISSION & VALUES

The Penn Libraries accelerate the University's course from excellence to eminence by:

- empowering teaching, research and professional practice;
- enriching learning;
- enabling innovation and creativity; and
- ensuring the availability of knowledge.

We value:

- high-quality content and service that is reliable, timely, responsive to user needs and delivered with knowledge and expertise;
- innovation and enterprise;
- respect for the diversity of needs among our many constituencies; and
- responsible stewardship of University assets and resources.

WE ARE PLEASED TO INTRODUCE THE PENN LIBRARIES' STRATEGIC PLAN TO THE University and research library community. A vision for transforming library services, the Plan sets priorities for technology, library space, collections, and human resources; it lays a foundation for allocating dollars, launching new initiatives, assessing outcomes, and ultimately integrating the Libraries fully into the academic life of faculty, students, and alumni.

CHANGE AND OPPORTUNITY

The users of academic libraries are navigating a rapidly evolving, sometimes volatile landscape, where the quantity of information is immense and the technologies needed to find and manage it are numerous and multiplying. With high-performance computing and powerful computational methods at their command, researchers in all disciplines are generating vast amounts of new knowledge—knowledge that must be stored, organized, described for discovery, secured, and preserved for future generations. Amazon, Google search and cloud services, and social software such as Twitter and Zotero top a growing list of preferred tools for locating, retrieving, manipulating, and sharing information in academic settings. Information technologies are transforming teaching and research practices, which in turn are redefining the way students learn and scholars communicate. The transformation is occurring at an extraordinary pace, leaving little time to evaluate the direction and sustainability of current technology choices or assess the readiness of faculty and students to keep pace with such choices in the future.

Libraries operate in this same fluid information environment. Amid the technology-induced change of recent times, demand has been rising for new forms of library support, alongside declining use of certain traditional services. The call for data and digital object management, classroom delivery of networked services and content, provision of technology training, and the building of information skills exemplify the evolving nature of academic libraries. The extraordinary velocity of change is an important aspect of this evolution. Together with escalating systems and information costs, it affects the durability of library service and elicits greater innovation from librarians. Academic libraries face a critical challenge: to meet their time-honored and continuing commitments to collections and related services, while also supporting academic needs of a new order.

At Penn, the Libraries can point to strategic opportunities that are growing in direct proportion to the challenges we face. The maturing of community-sourced technology presents options for innovating at sustainable cost. The creative use of network technology improves our ability to link people to data and content, and to build communities around such linkages. Services designed for virtual space also create opportunities for the redesign of physical facilities and improved support of teaching and learning. Networked information provides unprecedented opportunities for managing collections, assisting research, preserving the record of knowledge, and creating open forums for scholarly communication. Partnership with peer libraries allows for the enrichment of service with reduced risk and expense. And local collaboration with Penn's Schools and research centers can increase the centrality of library services to scholarship, particularly in the dissemination of knowledge created at Penn. By seizing these opportunities, we strengthen the Libraries' alignment with academic needs and add value to teaching, research, and professional practice.

The Penn Libraries' strategic agenda for the next three fiscal cycles is set against this background of change and opportunity. Within a brief and demanding timeframe, we will achieve concrete, measureable service improvement in areas amenable to rapid development. Where circumstances require a longer implementation cycle, our aim through 2013 is to position the Libraries' to effect lasting improvements. Commitment to continuous strategic planning and outreach to our service communities will ensure sustained progress toward these improvements.

Over the next three years, the Penn Libraries will:

- increase support for teaching, learning, and research;
- reduce barriers that separate library users from information and service;
- build distinctive collections and provide information resources aligned with Penn's needs;
- develop, deliver, and orchestrate useful technology tools, promoting high-quality academic outcomes;
- partner with campus and research library communities to achieve new visions for teaching and scholarship; and
- optimize the use of University resources, relying on strategic partnerships and evidence-based decision making.

STRATEGIC PLAN 2011-2013

This Plan is organized around a set of four interdependent emphases.

I. Excellence in Learning Management & Research Support

The missions of the University and its Libraries intersect in the support of teaching, learning, and research. When the Libraries were assigned responsibility for the Blackboard courseware system nearly a decade ago, the University broadened our union with Penn's academic life; through this Plan we will broaden it further still. In the coming years, we expect Penn's reliance on courseware technology and related services to increase. Penn faculty and students will require more powerful tools for resource discovery; those tools will need to integrate smoothly with an individual's workflow and to supply information rapidly in any format desired. Collaborative research and scholarly investigation will demand of librarian's greater subject-matter and IT expertise. And the academy will further embrace technology and information competencies as basic requirements of higher learning.

Priority: Enrich teaching, learning, research, and professional practice through scalable, reliable, cost-efficient technologies and high-quality research and instructional services.

Goals: The Libraries will increase support for teaching—including the teaching skills of faculty—and for the enrichment of learning outcomes. In pursuit of this goal, we will step up collaboration with faculty, academic support programs, and School administrators to provide ergonomic, well-integrated technologies and services to the classroom. Courseware technology and learning management services will be better adapted to user work styles and preferences, providing an enhanced, expandable suite of features, such as streaming media; grade administration; distribution of syllabi, readings, and assignments, and flexible communication between faculty and students. For more efficient and

Smithsonian Institution Libraries

A Focus on Service
Strategic Plan
2009-2013

Our Mission

As the largest and most diverse museum library in the world, SIL leads the Smithsonian in taking advantage of the opportunities of the digital society. SIL provides authoritative information and creates innovative services and programs for Smithsonian Institution researchers, scholars and curators, as well as the general public, to further their quest for knowledge. Through paper preservation and digital technologies, SIL ensures broad and enduring access to the Libraries' collections for all users.

- Smithsonian Directive 500, June 20, 2007

SMITHSONIAN INSTITUTION
A Focus on Service. Strategic Plan 2009–2013 (excerpts)
http://library.si.edu/sites/default/files/pdf/general_pages/Focus_on_Service.pdf

Our Vision

SIL creates a compelling environment for connecting, collaborating and exploring across disciplines and information boundaries.

SIL enhances and eases the discovery of information in our collections for SI scholars, researchers, scientists, and the larger world of learners.

SIL understands and meets user needs, serving users where they live and work.

SIL builds expertise on information discovery, navigation and management.

SIL ensures its success through increased financial strength, effective administrative support, and organizational excellence.

Our Values

Excellence in Process, Procedures, and Services

Constant Experimentation, Innovation, Creativity, and Flexibility

Responsibility in our Personal Actions

Responsible Stewardship of Resources and Collections

Leadership in Collaboration

Continuous Improvement through Ongoing Learning for Individual and Organizational Growth

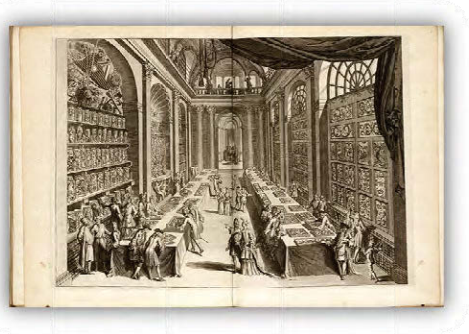
A Focus on Service

In January 2008, Smithsonian Institution Libraries sought a strategic plan that demonstrated and fostered the Libraries' leadership role as information broker in an era of rapidly changing technology, while aligning the Libraries with the goals and mission of the Smithsonian Institution.

In November 2008, the Smithsonian Secretary G. Wayne Clough announced an Institution-wide planning effort. The final document, Inspiring Generations through Knowledge and Discovery, lays out four grand challenges:

- Unlocking the Mysteries of the Universe
- Understanding and Sustaining a Bio-diverse Planet
- Valuing World Cultures
- Understanding the American Experience

Under these themes in its next five years, the Smithsonian seeks to broaden access, revitalize education, cross boundaries, strengthen collections and attain organizational excellence. The SI Libraries plan, "A Focus on Service," aligns perfectly with these priorities as we



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continue to carry out our mission to provide authoritative information and create innovative services and programs for the Institution and the general public.

Service is a core value in the Institution's plan. For SI Libraries, the plan signals a shift to a more continual and interactive engagement with users as a crucial part of planning services. It encourages experimentation and trial projects. We seek to provide a collaborative atmosphere and to actively engage with researchers and the public through on-site and web-based communities. We want to continue supplying information sources that are critical to SI work while bolstering interdisciplinary efforts.

SIL sees our plan as a dynamic springboard for multiple actions that will inspire continual learning and improvement individually and collectively.

From the beginning, the entire SIL staff and SIL Advisory Board were encouraged to participate in the planning process. We hired the firm of Lou Wetherbee & Associates LLC., to facilitate the planning process. The consultants worked with a Steering Committee chaired by Deputy Director Mary Augusta Thomas. By reaching out to their colleagues in universities and research institutions, staff working groups conducted environmental scans to develop the content for a two-day planning retreat in July, 2008. The retreat included key stakeholders from across the Institution and the SI Libraries Advisory Board.

We are working under the principle that 20% of our enterprise should be spent on keeping things going and 80% should be spent on things that move the Libraries toward its goals. To engage in informal and formal learning in collaboration with our colleagues, SIL created a speaker series, co-sponsored by the Chief Information Officer and the Office of Smithsonian Archives. Guest speakers presented topics related to the future of libraries and web2.0 technologies and played a role in wider SI strategic thinking. We are continuing the series in an effort to constantly refresh our thinking about the necessity for change and adaptation.

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Staff is now encouraged to experiment with new tools and to try new techniques, including wikis, blogs, *YouTube* videos and other social networking methods. The Smithsonian's plan cites the use of social networking to deliver information in customized ways along with digitizing collections and making them accessible as critical to the Institution's strategy. Town hall meetings, departmental meetings, volunteer forums, online surveys, wikis and hallway discussions gave everyone an opportunity to contribute to the process.

Libraries' staff view our plan as a work in progress and will report on, and share information about, their implementation projects several times a year and in different forums. As one of the retreat participants summed it up:

> *"The cooperative generation of meaningful ideas, with everyone contributing, and no one too dominating, was truly amazing. We are on our way to producing a document which enables the Libraries to move in new directions, utilizing evolving technology, improved communication and our outstanding staff. This is a rare achievement."*

—Nancy E. Gwinn, Director

UNIVERSITY OF TENNESSEE
University Libraries 3- to 5-Year Strategic Plan
http://www.lib.utk.edu/about/mission-and-vision/

THE UNIVERSITY of TENNESSEE KNOXVILLE

UNIVERSITY LIBRARIES
3- TO 5-YEAR STRATEGIC PLAN

MISSION STATEMENT

WE EMPOWER BIG IDEAS

VISION STATEMENT

WE ARE THE CAMPUS MAIN STREET AND THE CROSSROADS FOR INNOVATION, SCHOLARSHIP, LEARNING, AND CIVILITY.

CORE ATTRIBUTES / VALUES

- WE HAVE HEART, SMARTS, AND NERVE.
- WE ARE RESPONSIBLE, HONEST, AND OPEN.
- WE LISTEN, SERVE, AND ENGAGE.

FOUR AREAS OF STRATEGIC EMPHASIS (all guided by evidence-based, data-supported assessment)

Teaching and Learning
(Vol Vision Imperatives 1, 2, & 5)
- Engage in transformative partnerships in instruction
- Develop and maintain robust facilities in support of teaching and learning
- Be the campus leader in continuous self-development and learning
- Serve and engage users where they are
- Utilize new and effective communication tools

Digital Initiatives, Scholarly Communication, and Technology Innovation
(Vol Vision Imperatives 3, 4, & 5)
- Lead new initiatives in data curation
- Lead, partner in, and develop research initiatives and services
- Lead and support new models of publishing and scholarly communication
- Lead and partner in campus technology innovation
- Communicate the Libraries' role in supporting university priorities and initiatives

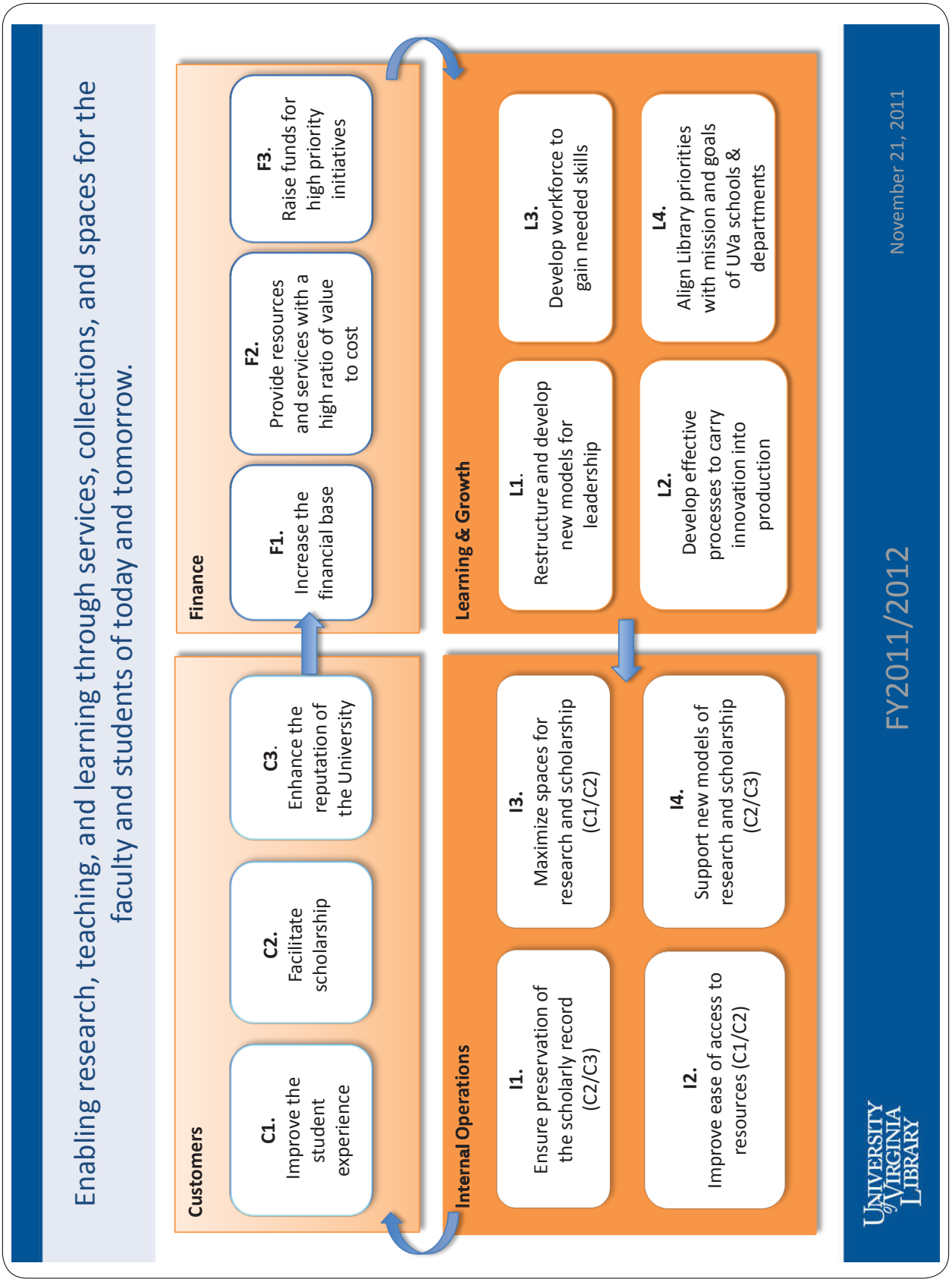
Research Support, Discovery, and Access
(Vol Vision Imperatives 4, 5, & 3)
- Develop robust, user-driven, and user-centered research collections
- Maintain campus leadership in open access, intellectual property, and rights policy
- Enhance collection storage for maximum efficiency and access
- Provide comprehensive and efficient access to our users where they are
- Lead in the development and delivery of collaborative and effective programming

The 24-Hour Intellectual and Social Hub
(Vol Vision Imperatives 1 & 5)
- Provide services, activities, and resources to welcome and acclimate students to the university community and to enhance the college experience
- Provide safe, secure, and inspiring spaces
- Maximize and diversify user space to more fully support the widest range of user needs
- Provide bold communication programs and strategies

LIBRARIES

REVISED 18 MARCH 2013

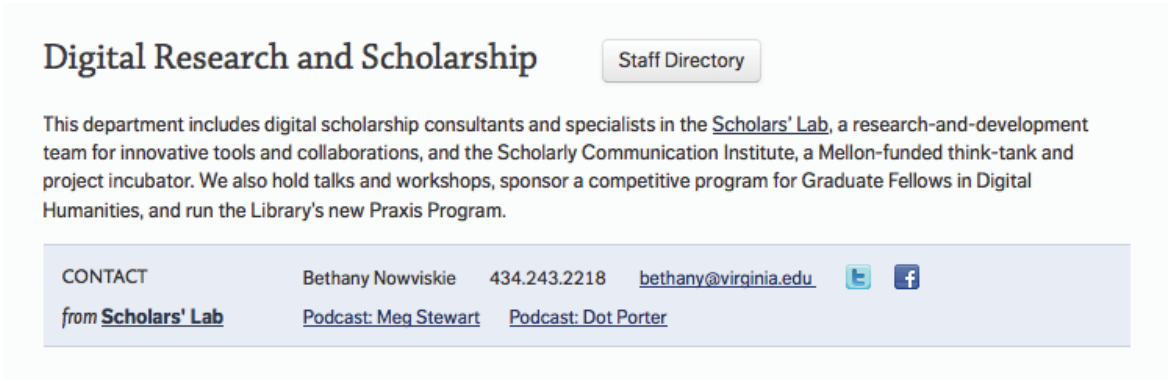
UNIVERSITY OF VIRGINIA
Strategy Map
https://www.library.virginia.edu/assets/StratMap_Nov2011.pdf



UNIVERSITY OF VIRGINIA

Our Organization. Digital Research and Scholarship

https://www.library.virginia.edu/organization/#digital-research-and-scholarship



Digital Research and Scholarship

Staff Directory

This department includes digital scholarship consultants and specialists in the Scholars' Lab, a research-and-development team for innovative tools and collaborations, and the Scholarly Communication Institute, a Mellon-funded think-tank and project incubator. We also hold talks and workshops, sponsor a competitive program for Graduate Fellows in Digital Humanities, and run the Library's new Praxis Program.

CONTACT Bethany Nowviskie 434.243.2218 bethany@virginia.edu

from **Scholars' Lab** Podcast: Meg Stewart Podcast: Dot Porter

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Scholar's Lab. Research
http://www.scholarslab.org/research/

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Strategic Plan 2012-2018 | University Libraries | Virginia Tech

Introduction

Our mission is to *invent the future* of libraries at Virginia Tech. We honor tradition as we excel in our core mission to provide access to information. We acknowledge change as we adapt to address the new information needs and Open Web's reframing of the academic and research enterprises in higher education. We embrace a diversity of thought and culture as we find solutions to information challenges when meeting user needs.

Over the next decade we anticipate seismic shifts in the nature of libraries across the globe. The form, function and overall identity of the library as an institution will evolve. At Virginia Tech, we envision the library of the future emerging as:

- a platform for student success and faculty innovation in a global context.
- a hub for strategic partnerships.
- a regenerating entity that adapts to changing user needs and expectations.

Platform
The library of the future is designed as a conduit for innovation, creativity, productivity, collaboration, and knowledge in a global context. We imagine the Virginia Tech Libraries as a connection to limitless pedagogy, research, and learning possibilities for students and faculty.

Strategic Partnerships
The library of the future is engagement-centered and reinforced by joint ventures and programmatic partnerships. We imagine the Libraries as an outwardly engaged organization that creates partnerships and provides leadership in the pursuit of excellence in research and learning.

Transformation
The library of the future is constantly changing both physically and virtually. We imagine the Libraries' core functions evolving through emerging expertise in curation, community development, and knowledge production. We curate digital research data and scholarship; we develop and optimize communities for collaboration and the exchange of ideas and discoveries; and we help our users create new knowledge and provide access to the world's digital scholarship.

To be a place where learning and research thrive, the Libraries must adopt new outlooks and practices. The Libraries look to become a learning lab, where student employees gain valuable pre-professional work experience. Students will help design learning spaces, create literacy/skills acquisition programs, develop and manage new technologies, conduct market research and create business plans, and produce domain-specific digital resources through informatics initiatives.

The transformation of the Virginia Tech Libraries will focus on reinventing itself in four areas: learning spaces, research and curation, teaching, learning and literacies, and collections access.

Mapping to the University Long-Range Plan

Response to Challenges	Mapping to Library Themes
Research & Innovation	
The Networked University Pathways to Interdisciplinary Success	*Learning Spaces:*
	Design and optimize virtual and physical research environments that spur innovation, nurture intellectual curiosity, and inspire creativity.
	Transform the Libraries into destinations that enhance research, support knowledge production, and offer a mixture of spaces, services, tools, and technologies for diverse research needs.
	Research and Curation:
	Establish Virginia Tech as the premier institution for e-research infrastructure that supports data-intensive research across the disciplinary spectrum.
	Design and optimize virtual and physical research environments that cross geographic boundaries, support diverse and interdisciplinary research needs, spur innovation and inspire creativity.
	Support new research and scholarly processes and practices by assisting faculty in collaborating virtually to produce and share new knowledge.
	Provide seamless preservation, dissemination, and discovery strategies for research data and digital scholarship as part of the digital curation continuum supported by the Libraries.
	Offer data management solutions for researchers to accelerate the development of important new discoveries.
	Teaching, Learning, and Literacies:
	Partner with faculty in informatics and digital curation instruction to assist students in understanding e-research tools and technologies.
	Implement an integrated instructional program that fosters competencies in information literacy, digital fluency, critical and computational thinking, problem solving, collaboration, and communication skills.
	Collections Access:
	Make electronic access to scholarship effortless for global users. Provide quick and easy electronic access to library information, converting analog to digital whenever possible.
	Provide knowledge creation and sharing options that showcase new and traditional forms of digital research and scholarship.
The Life of the Mind	
A New Vision for Undergraduate General Education	*Learning Spaces:*
	Design and optimize virtual and physical environments that spur innovation, nurture intellectual curiosity, and inspire creativity.

E-Learning and Distance Learning	Transform the Libraries into destinations that propel learning, enhance research, support knowledge production, and offer a mixture of spaces, services, tools, and technologies for diverse scholarly needs.
Inspiring Creativity, Curiosity, and Critical Thinking	Design and implement services, programs, and virtual communities that advance online and distance learning initiatives.
	Research & Curation:
	Position the Virginia Tech Libraries as premier destinations on campus for knowledge creation and collaborative work, while showcasing Virginia Tech's culture, creativity, scholarship, and research.
	Support new research and scholarly processes and practices by assisting faculty in collaborating virtually to produce and share new knowledge.
	Teaching, Learning, and Literacies:
	Implement an integrated instructional program that fosters competencies in information literacy, digital fluency, critical and computational thinking, problem solving, collaboration, and communication skills.
	Pioneer a holistic and seamless learning model that combines numerous campus partners into a coworking location designed to assist students with writing, presenting, media design, research, and related needs including tutoring, advising, IT help, data and GIS skills, and language support.
	Partner with faculty in the exploration and implementation of new pedagogies, technologies, and learning environments.
	Empower students to develop the skills, literacies, experiences, and perceptions necessary to excel in an analytically savvy, multi-disciplinary, global workplace.
	Collections Access:
	Make electronic access to scholarship effortless for global users. Provide quick and easy electronic access to library information, converting analog to digital whenever possible.
	Provide knowledge creation and sharing options that showcase new and traditional forms of digital research and scholarship.
The Virginia Tech Experience	
	We embrace a diversity of thought and culture as we find solutions to information challenges when meeting user needs.
	Learning Spaces:
	Design and optimize virtual and physical environments that support diverse learning, cultural, creative, and intellectual needs.
	Research & Curation:
	Foster an ongoing conversation with the campus community regarding their evolving research and scholarly needs and activities, which will inform the Libraries' development of spaces, technologies, and expertise.
	Teaching, Learning, and Literacies:

	Map the learning landscape to develop a comprehensive perspective on the lifecycle of assignments, the development of critical skills, the exposure to challenging content, and the critical growth points within the curriculum.
	Extend the Libraries' learning focus beyond assignments and classroom-centered support to augment a broader personal and social development enabling students to become knowledgeable and effective global citizens, and encouraging participation in civic and community activities. Lead and partner in initiatives that constitute growth of intellectual, entrepreneurial, innovative, creative, and leadership qualities.
	Collections Access:
	Enhance the visibility of the research and scholarship produced by Virginia Tech faculty and researchers.

Virginia Tech University Libraries

NEW LEARNING INITIATIVE

The *New Learning* Initiative serves as a platform for expanding the library's role and degree of engagement at Virginia Tech. Combining talents, interests, and expertise within the library and around campus, the initiative is a project-based engine of experimentation, idea incubation, and educational entrepreneurialism. It seeks to harness the "pioneering spirit" and apply it across the larger learning landscape by using a discovery-oriented approach.

APPROACH

The initiative operates as both an **R&D lab**, gathering, synthesizing and testing new concepts, as well as a **strike force**, implementing, supporting, and assessing pedagogical ventures.

AIM

The heart of this effort is *immersion*. Initiative members interact closely with faculty, advisors, students, support agencies, and administrators to be a part of the **total learning process**. This 360-degree view is invaluable for uncovering new strategic opportunities, and also strengthens the position of the library as a campus leader and collaborator. The initiative propels a conceptual shift toward *partner-contributor* model.

AUGMENTATION

The initiative builds upon the foundation of Research and Instructional Services and the work of other departments, by amplifying the library's reach. This effort serves as an interface and connector to the campus-wide teaching and learning enterprise with an emphasis on integrative learning, transdisciplinary opportunities, and deep engagement.

APPLICATION

Initiative members work with instructors and others on implementing experimental learning, applying new pedagogies, designing academic experiences and encounters, developing learning environments, and employing new technologies and literacies. Other objectives include developing programs that facilitate skill building, co-creation of knowledge, intellectual tinkering, perception shifting, social reading, and digital citizenship.

ALLIES

Partnerships are key to the initiative's success. The primary channel is the realigned **Center for Innovation in Learning**, which consists of partnership between Learning Technologies, Graduate School, Undergraduate Education, and the University Libraries. Additional collaborators include CIDER, campus-wide support agencies (Writing Center, CommLab, Innovation Space, etc), student government, student organizations, and various Virginia Tech centers, institutes, offices, academies, and initiatives.

ACTIVATION

Membership resembles a faculty fellowship model with self-directed independence framed around an active community of practice. Efforts ebb-and-flow during the semester depending on volunteer availability and project opportunity. Participants have the freedom to engage their interests entrepreneurially, but are also expected to undertake specific endeavors ranging from hands-on support and co-instruction to knowledge building, proposal writing, and visioning.

THE RANGE OF *NEW LEARNING* ENDEAVORS

The following nine frameworks represent the spectrum of themes and possibilities that the *New Learning* Initiative will explore. Members contribute to areas of interest, and are also aligned with projects closely associated with their skill set, connections, or knowledge base.

#1 DESIGNING LEARNING ENVIRONMENTS

- *Objective*: help build spaces that propel learning.
- *Scope*: provide vision and design support for learning spaces within the University Libraries and across Virginia Tech.

#2 PROMOTING NEW LITERACIES

- *Objective*: help develop students' skills and abilities for digital and media-rich expression.
- *Scope*: provide training, application, and support of various literacies including visual, media, data, cultural, Internet, and others.

- *Phase 1*: develop internal proficiencies.
- *Phase 2*: develop network of partnerships.
- *Phase 3*: work to deliver "literacy packages" across the curriculum.
- *Phase 4*: enable a self-directed model.

#3 DEPLOYING EMERGING TECHNOLOGIES

- *Objective*: help the Virginia Tech community use technology to augment learning.
- *Scope*: provide training, application, and support for social and emerging technologies related to learning and personal enrichment.

- *Note 1*: it is essential that we partner with Learning Technologies and others in order for this to succeed. They help with scope, scale, and access.
- Note 2: a key opportunity is to embed the library within courses beyond a purely "informational" role, but instead, as an active contributing member. Rebecca Miller dabbled with this related to Twitter.

#4 SUPPORTING (NEW) LEARNING ENDEAVORS

- *Objective*: support new, active, or experimental pedagogical ventures
- *Scope*: provide training, application, and support of new or active learning endeavors such as service learning, design thinking, problem-based learning, and flipped instructional methods.

- *Note 1*: explore interdisciplinary mashups. This is combining two or more different courses to work on a problem or assignment together. (Art & Engineering, Science & Business)

#5 HACKING THE LEARNER EXPERIENCE

- *Objective*: advance teaching and learning by examining the total process.
- *Scope*: use various tools, techniques, frameworks, and perspectives to research, observe, and recommend ways to strengthen learning and to expand the role of the library. Position the library as learning consultants—not just information consultants.
- *Example 1*: the toolkit will include curriculum mapping, threshold concepts, teaching taxonomy's (i.e. Bloom's), etc.
- *Example 2*: a focus will be to explore processes. For example, take learning a language, there are various people and components involved (classrooms, Scholar, language lab, department, library collections, student orgs, etc) our effort would strive to bring these groups together to talk about streamlining the process.

- Note 1: another way of thinking of this is lifecycle research. This is both at a micro and macro level, both the life of a particular assignment and the long view accumulation of skills and knowledge.
- Note 2: our aim to view the spectrum of learning use a 360-degree lens. This includes talking with all parties involved: current students, alumni (recent), instructors, advisors, tutors, teaching assistants, College Librarians, and others. Once we unravel all the steps along the way, we can position the library more effectively and embrace new roles.
- Note 3: additionally, will explore the knowledge-building process to observe and articulate engagement opportunities.

#6 PACKAGING THE LEARNING EXPERIENCE

- *Objective*: encourage and support a rich and active learning experience that extends beyond the classroom.
- *Scope*: coordinate a framework that enables instructional support, social learning, showcasing (display & exhibits,) celebration/reception, and archiving.
- *Example*: the Undergraduate Research Conference 2012 was a good example of this type of effort. This moved the library well beyond a purely instructional function and involved into a genuine partnership.

- *Note 1*: will need to work closely with College Librarians and Library Commons group in order for this to succeed.
- *Note 2:* this approach supports the live-learn and related communities, as opposed to the library being an independent entity.

#7 ENCOURAGING OPEN EDUCATION

- *Objective*: encourage Virginia Tech to embrace open learning strategies
- *Scope*: seek to educate and promote the concept of open education as it relates to textbooks and other materials, as well as access to instructional content.

- *Note*: this could run parallel to open access publishing effort

#8 FOSTERING THE NEW LITERARY RENAISSANCE & EXPLORING THE FUTURE OF [SOCIAL] READING

"I think we're in the midst of a literacy revolution the likes of which we haven't seen since Greek civilization." Andrea Lunsford, Stanford.

- *Objective*: encourage 21st century creative expression
- *Scope*: closely follow trends related to reading & writing on the web, as well as producing, absorbing, and participating across multimedia platforms and formats. And provide opportunities (in and outside of the classroom for this to flourish.)

- *Note 1*: this could run parallel to the future of research and scholarly publishing.
- *Note 2*: this is an opportunity to tap into the artistic and cultural communities on campus and beyond.

#9 MONITORING THE FUTURE OF HIGHER EDUCATION

"The contemporary American classroom, with its grades and deference to the clock, is an inheritance from the late 19th century. During that period of titanic change, machines suddenly needed to run on time. Individual workers needed to willingly perform discrete operations as opposed to whole jobs. The industrial-era classroom, as a training ground for future factory workers, was designed to teach tasks, obedience, hierarchy and schedule." *New York Times*: "Education Needs a Digital-Age Upgrade"

"Pundits may be asking if the Internet is bad for our children's mental development, but the better question is whether the form of learning and knowledge-making we are instilling in our children is useful to their future." Cathy Davidson, Duke

"We're in a bubble and it's not the Internet. It's higher education."
Peter Thiel. (These sentiments are very common among the entrepreneurial class.)

- *Objective*: track the transition of high education to help Virginia Tech's evolution.
- *Scope*: monitor emerging trends in higher education, with a particular emphasis on teaching and learning. Host internal and campus-wide discussions around issues and opportunities. Position the library as an active partner and knowledge center in this process
- *Note*: this insight will help guide the future role, identity, and function of the libraries.

3. Moving Forward – Partnerships and the MCR Goals

The University of Waterloo Library has a proud history of innovation and entrepreneurship in service to uWaterloo students, faculty, and staff. Guided by the Library's Mission Statement (Appendix A) and in recent years by a focus on the three strategic areas of e-initiatives, space, and student experience, we have enjoyed many accomplishments (Appendix B). At the same time, we have also faced considerable challenges (Appendix C).

To move forward effectively, we are now positioning the Library to leverage, strengthen, and advance the MCR key goals. Already, the Library's emerging strategic and enabling directions are aligning with and supporting the MCR key and enabling goals.

MCR Key Goals
Enhance Student Opportunities and Experience
Advance Quality of Education
Advance Research Excellence and Impact

MCR Enabling Goals
Increase Visibility and Outreach
Improve uWaterloo Environment
Improve Resources and Funding
Advance Image and Philosophy
Ensure Clear and Effective Leadership

The Library's emerging strategic and enabling directions	
	Advance research and scholarship by partnering with researchers and scholars in the production, dissemination, and preservation of knowledge
	Enable student success by providing measurably effective education, outreach, and information services and resources
	Foster staff creativity, collaboration, and pro-active skills development and expand the infrastructure for staff training and development
	Address critical space needs and establish a framework for agile space management that is responsive to ongoing campus needs

To further our efforts in these areas, partnerships will be key. They are the lifeblood of many critical services provided by the Library. Within the University, we regularly collaborate with a wide range of units and actively participate on campus committees such as the Faculty Councils, Senate, Senate Undergraduate Council, and Senate Graduate & Research Council. We also participate in numerous external consortia and associations to share technological infrastructures, leverage large-scale resource purchasing and licencing initiatives across universities, and collaborate on various public policy matters (Appendix D).

4. Strategic Directions

4.1 Advancing Research and Scholarship

Strategic direction: Advance research and scholarship by partnering with researchers and scholars in the production, dissemination, and preservation of knowledge

The Library is an effective and trusted steward of scholarly resources to advance research and scholarship at Waterloo. In the University's research-intensive environment, the Library is called on to support research at all stages of the research cycle – from idea generation, to research process, to publication.

The Library's role in supporting research and scholarship throughout the research cycle is evolving around four emerging themes: 1) the stewardship of digital content, 2) increased collaboration and engagement with the academic community, 3) the integration of special collection resources within curriculum and scholarship, and 4) resultant new roles for library staff.

Overarching recommendations to further this strategic direction:

- *Play an integral role in managing research data*
- *Invest in Institutional Repository development and Open Access hosting*
- *Retain our liaison librarian model while evolving staff roles to match new directions*
- *Consider emerging specializations that are relevant to support research in the library of the future*
- *Systematically assess collections and services in support of research in existing and emerging areas*
- *Build and share expertise on the continually-evolving research management tools that enable scholars to organize/share/collaborate*
- *Be a responsible steward of unique and local collections*

(The final reports of the four working groups provide further background and details: http://www.lib.uwaterloo.ca/libreview/Library_Review/index.html.)

4.2 Enabling Student Success

Strategic direction: Enable student success by providing measurably effective education, outreach, and information services and resources

The Library's commitment to student success has been articulated in our long-standing mission to promote lifelong learning, heighten intellectual curiosity, and enhance creative and critical thinking skills. The Library aims to collaborate broadly with campus partners as the University continues to build an integrated approach to enabling student success.

The Library's role in enabling student success is evolving around five emerging themes: 1) supporting deep learning and academic success, 2) assessing library services and resources, 3) enhancing awareness of library resources, services, and programs, 4) collaborating with faculty, staff, services, and departments on campus, and 5) offering seamless, convenient access to library resources and services.

Overarching recommendations to further this strategic direction:

- *Support deep learning and academic success by participating in the education of students with respect to the development of information seeking skills that support scholarly research and lifelong learning. A deep learning strategy guides the Library in its implementation of this goal*
- *Make assessment a normal part of library staff's work practices, undertaken regularly in support of priority setting and yearly planning*
- *Make students, faculty, and staff acutely aware of the library services and resources that are useful to them or their target audience(s)*
- *Regularly review and enhance the Library's outreach and marketing strategy through engagement with our users*
- *Communicate more effectively how the Library enhances students' academic success – especially to incoming students*
- *Collaborate regularly with faculty and staff and other groups on campus who interact with students and enable their success*
- *Enable intuitive, seamless, and convenient access to the Library's resources for users, using state of the art technological applications*

4.3 New Skills for New Times

Strategic direction: Foster creativity, collaboration, and pro-active skills development and expand the infrastructure for staff training and development

The Library recognizes staff as its "greatest resource" and maintains a long-standing commitment to staff training and development. To enable staff to respond effectively to emerging campus needs, the Library invests in skills development and expands its training infrastructure to positively impact staff at all levels. Library staff need to be able to incorporate new skills and knowledge through frequent re-evaluation of how they approach their work. Staff training and development is evolving around six themes: 1) priority-setting, 2) fostering a culture of collaboration and sharing, 3) managing change, 4) enabling staff innovation, 5) planning process for skills development, and 6) enhancing training processes in the Library.

Overarching recommendations to further this strategic direction:

- *Ensure that priority-setting skills are learned and practiced at every level*
- *Foster active collaboration and partnerships among management, supervisors and non-supervisory staff*
- *Foster knowledge sharing, skills sharing, and collaboration across departments, across committees and peer-to-peer*
- *Ensure that change management skills are learned and practiced at every level*
- *Establish mechanisms and resources to allow staff to pursue new ideas and ways of thinking*
- *Maintain a formal, ongoing commitment to assessment, identification, and development of knowledge/skills as part of an overall planning process*
- *Develop succession planning guidelines*
- *Ensure that in-house staff trainers have well-developed training skills*
- *Create a central repository of training materials and training opportunities to enable staff to access appropriate training at the time of need*
- *Develop a formalized follow-up process for all staff training that involves reflection, practice, and assessment*

4.4 New Spaces for New Times

Strategic direction: Address critical space needs and establish a framework for agile space management that is responsive to ongoing campus needs

The Library's stacks and Annex storage facility are rapidly reaching capacity. This means that the Library's collection has very little room for growth – an unsustainable situation given the need to continue to purchase print books within a nascent scholarly e-book environment.

Library and campus study space placed well below average in the Council of Ontario Universities' (COU) Inventory of Physical Facilities. COU's inventory compares the actual space each Ontario University has to the required space based on the student population.

The Library needs creative solutions to address space needs in the short term and a flexible framework for space management in the longer term. We are committed to improving and optimizing library spaces with a focus on four areas: 1) collection space, 2) user space, 3) service points, and 4) staff space.

Overarching recommendations to further this strategic direction:

- *Secure new high-density storage for valued, but lesser-used, materials to allow for a decade of collection development*
- *Designate the open stacks for the most active items in the print collection*
- *Create a user-focused environment with high-quality research, study, and learning spaces*
- *Establish a target and action plan with campus partners for providing the appropriate amount of research, study, and learning spaces across campus*
- *Design instructional spaces to optimize the teaching/learning experience*
- *Optimize service points to enhance user and staff experience*
- *Design staff work spaces to be flexible, pleasant, ergonomic, and functional*

Appendix A: The Library's Mission Statement

The Library's mission statement is now under review with further consultation being planned.

At the December 2011 retreat, participants agreed that the current mission statement (http://www.lib.uwaterloo.ca/info/Mission/MissionSt.html) remains relevant but that some of the language is dated. The *New Skills for New Times* working group affirmed this view, noting that, "An important discovery that we made is that many of the themes that have arisen over the last few months are already stated as values in the Library's mission statement."

The Library's current mission statement:

> The University of Waterloo Library contributes to the achievement of the University's goals by collaborating with other members of the University community in teaching, research, learning and service.
>
> The Library is committed to the following values:
>
> - lifelong learning
> - equitable access
> - intellectual freedom
> - confidentiality of access and records
> - communication and cooperation
> - continuous improvement
>
> Client needs are primary, and the Library's goal is to create an environment for our clients to:
>
> - become more informed and knowledgeable
> - enhance their creative and critical skills
> - be inspired by intellectual curiosity
>
> The Library's greatest resource is staff, and it is our goal to be:
>
> - guided by the mission
> - client-focused
> - empowered
> - innovative and flexible
>
> The Library trains and develops staff and provides the intellectual and physical environment to:
>
> - identify the information needs of the client community
> - relate those needs to available resources
> - provide access to those resources
> - facilitate the productive and proficient use of those resources