The University of Connecticut Libraries Strategic Plan

2009 - 2014

As of 9/25/2009 4:01 PM

Table of Contents

Vision

The University of Connecticut Libraries will be a vital component of the virtual and physical "information commons" supporting the academic needs of our diverse campus communities, the citizens of Connecticut, and scholarship worldwide.

Slogan

"The University of Connecticut Libraries . . . Your Information CONNection"

Mission

The University of Connecticut Libraries provides our users with access to intellectual content that fulfills their academic and research needs. We anticipate and respond to their desire for high quality collections and information and integrate our services into the University's teaching, learning, research, and public engagement activities.

The University of Connecticut Libraries Value:

- Excellent service
- Investment in staff expertise
- Innovative, resourceful, and flexible staff
- Data driven decision-making
- Intellectual freedom
- Diversity
- Local and global community connections
- Environmentally sustainable practices

Introduction

While it has become popular in recent years to emphasize the library as place, an academic library is better viewed as a complex socio-technical system that serves multiple stakeholders.

Academic libraries will survive as long as there are universities. However, libraries cannot thrive without aligning their workings directly to the core mission of their host institution.

Andrew Dillon, Dean of the University of Texas School of Information
"Accelerating Learning and Discovery: Refining the Role of Academic Libraries"
In *No Brief Candle: Reconceiving Research Libraries for the 21st Century*
(Washington, D.C., Council on Library and Information Resources, 2008)

Fortunately for the University of Connecticut Libraries, our university recently adopted an academic plan that provides a road map for library planning as we serve multiple stakeholders. After careful consideration, the Libraries have adopted the University's academic plan goals: undergraduate education; graduate and professional education; research, scholarship, and creative activity; diversity; and public engagement in fashioning the Libraries' strategic plan for the next five years.

This strategic plan was crafted during a fiscal crisis that some experts are calling the worst in 75 years. I have challenged the Libraries staff to not only measurably improve their services to users in the next five years, but to do so in a period of severely constrained resources. These dynamics will require the Libraries to continuously set priorities and adapt quickly to changes on a number of fronts, including: the University's future commitment to specific academic programs; technology; evolving patterns of research, teaching and learning; the scholarly communications landscape; and public policy.

I am optimistic that, through a continuing collaborative staff effort, the Libraries will succeed. Throughout the strategic planning process, I have been constantly impressed by the talents and skills possessed by the Libraries' staff members and the cooperation we have received from others on campus who are deeply appreciative of the Libraries' contributions to the University's academic achievements.

I am particularly indebted to the Libraries' Plan 2014 Team: Valerie Love; Carolyn Mills; Jo Ann Reynolds (team leader) and Shelley Roseman. Their laudable efforts reflect interviews with campus administrators, input from the Provost's Library Advisory Committee, quantitative and qualitative data from our library user surveys, an extensive literature review, and the contributions of virtually every member of the Libraries' staff in the document that follows.

Brinley Franklin

Vice Provost for University Libraries

GOAL 1: Undergraduate Education

Actively support our undergraduates with intellectually challenging and diverse resources, continuous improvement in services, excellent learning environments, and opportunities to engage in critical thinking that adhere to information literacy standards.

In addressing the goals of informational literacy, diversity, and interdisciplinary support, the Libraries provide relevant resources, space, and instruction for our undergraduates. In developing new models of library instruction, we will collaborate with faculty and instructors from established and evolving academic programs to integrate information literacy skills pedagogies into the curriculum. Our outreach initiatives will enhance the cultural life of the college and community. At the same time, we will continue to augment our collections, research support, and the Learning Commons to equip our undergraduates with the essential tools to contribute to our globalized society.

Strategy A: Foster success in undergraduate education by enriching our instruction and outreach efforts to enhance students' information literacy skills.

1. Enhance the information literacy program to address the needs of upper level undergraduates across disciplines based on the guidelines of the General Education Oversight Committee (GEOC) and the Association of College and Research Libraries Information Literacy (ACRL) Competency Standards for Higher Education.

2. Contribute to the outreach and retention goals of the University through increased collaboration with such programs as Early College Experience (ECE), Guaranteed College Admission (GAP), Regional Campus Transfers, Strong-CT Program, Upward Bound, and Student Support Services (SSS).

3. Collaborate with the Institute for Teaching and Learning (ITL) and faculty to promote information literacy pedagogy and develop resources that reinforce research-based learning.

4. Provide our students with the learning spaces, skills and resources necessary to effectively utilize electronic and digital media.

5. Regularly assess undergraduates' information literacy skills and adapt library instruction accordingly to address changing needs and expectations.

Strategy B: Prepare our students for success and global leadership by ensuring that the Libraries support an increasingly diverse student population through its physical-virtual locations, collections, personnel, and educational initiatives.

1. Accommodate different learning styles by enhancing learning spaces, including group study areas, quiet study spaces, relaxed reading lounges and state-of-the-art teaching labs.

2. Expand the Learning Commons partnerships to include second language tutoring and multicultural initiatives.

3. Create tailored outreach and instruction programming for non-traditional library users.

4. Build a partnership between the Library and the Global/Learning Communities to further strengthen diversity in teaching and learning initiatives.

Strategy C: Develop and enhance Library programs to support undergraduate research in targeted areas of interdisciplinary excellence and workforce demand and to expose the undergraduate community at large to these areas.

1. Enhance the Libraries' collections and establish liaison programs where learning and teaching cross disciplinary boundaries and respond to new curricular initiatives.

2. Develop more effective Web tools to direct students to discipline-specific resources and cross-disciplinary applications.

3. Participate in curriculum development initiatives to support new interdisciplinary programs, Learning Communities, and related internships.

4. Collaborate with the Honors Program and the Office of Undergraduate Research to strengthen students' research and information literacy skills.

Strategy D: Develop intuitive, user-centered access to library resources and services.

1. Explore creative tools in support of distance learning and continually improve off-campus access to resources and services for both traditional and non-traditional students.

2. Improve online visibility of materials and resources available through the Library.

3. Deliver searching capabilities and information through intuitive interfaces and streamlined subject pages.

4. Expedite delivery of resources through advances in document delivery services.

5. Design innovative, customizable online tools for information discovery using Web 2.0 tools and new technology.

6. Further develop the use of streaming technologies and identify streaming media services to distribute on-demand media in support of study and research.

Metric	Baseline	2014 Goal
Technology-enhanced group study rooms/spaces for small group collaboration, student meetings, and tutoring.	4	10
Libraries-sponsored events aimed at undergraduates.	1 per year	3 per year
Library-wide undergraduate-focused qualitative assessments of information literacy.	0	1
Faculty initiatives (forums, colloquia, etc) on infusing information literacy into the curriculum and assessing student skill development.	1 per year	3 per year
Increase perceived level of service quality ranking of "modern equipment that lets me easily access needed information." [relates to LibQUAL+ question IC-5]	7.41	8.00
Increase perceived level of service quality ranking of library Web site "enabling me to locate information on my own." [relates to LibQUAL+ question IC-2]	7.07	7.77
Increase perceived level of service quality ranking of "quiet space for individual activities." [relates to LibQUAL+ question LP-2]	7.07	7.77

GOAL 2: Graduate and Professional Education

Enhance strategic graduate and professional programs through active library liaison engagement and resource support.

The ways libraries support graduate and professional education are being changed by the demands of the students themselves. Reports indicate current graduate students expect customization of services, high quality facilities, and intensive technological applications. They travel more, do more interdisciplinary research, and learn more interactively than students of the past. Predictions indicate that these trends will increase over the next five years, making it critical for us to refocus on this dynamic segment of our community. Our support for this population will reflect these changes with facilities devoted to individual and collaborative workspace, programs fostering the awareness of graduate research across campus, intensive individual and small group training on tools for research and learning, and seamless access to information resources.

Strategy A: Provide technology-enhanced, individual and collaborative facilities within the Library to promote graduate student interactions and research on all campuses.

1. Dedicate collaborative group study space, additional quiet study space, and presentation practice facilities for graduate students.

2. Enhance study space for intensive, extended use though features, such as storage lockers for equipment and supplies.

Strategy B: Provide research, publishing, and teaching assistance targeted to graduate student needs.

1. Aid graduate students in teaching and in completing their coursework and degrees through instruction in Web 2.0 and library services such as citation analysis tools, webpage analytics, current awareness, etc.

2. Facilitate deposition of master's theses in the DigitalCommons@UConn institutional repository.

3. Collaborate with the Graduate School and Research Foundation to coordinate and co-sponsor workshops on grant and funding-related topics.

4. Educate graduate student groups about current and expected developments in scholarly communication, copyright, and intellectual property issues.

5. Foster interdisciplinary research by facilitating opportunities to present and learn about scholarship across the campuses.

Strategy C: Develop intuitive, user-centered access to library resources and services.

See Undergraduate Education, Strategy D.

Metric	Baseline	2014 Goal
Increase dedicated study and practice space for grad students by 10%	5830 ft^2	6413 ft^2
Number of master's theses in repository.	145	200
Increase User Survey's overall satisfaction with individual study space by 5%.	3.92	4.1
Increase perceived level of service quality in ranking of "quiet space for individual activities." [relates to LibQUAL+ question LP-2]	7.0	7.4
Increase perceived level of service quality in ranking of library Web site "enabling me to locate information on my own." [relates to LibQUAL+ question IC-2]	7.11	7.6
Increase perceived level of service quality in ranking of "easy to use access tools." [relates to LibQUAL+ question IC-6]	7.28	7.7
Increase perceived level of service quality in ranking of "e-resources accessible from home or office." [relates to LibQUAL+ question IC-1]	7.28	7.7
Update and migrate all subject pages to new format.	0	100%
Increase perceived level of service quality in ranking of "community space for group learning and group study." [relates to LibQUAL+ question LP-5]	6.87	7.3
Increase User Survey's overall satisfaction with group study space.	3.53	3.75
Establish a program to provide UConn library materials to users at no cost through Document Delivery/InterLibrary Loan (DD/ILL).	0	2500

GOAL 3:   Research, Scholarship, and Creative Activity

Actively support faculty, student and staff research, scholarship and creative endeavors through quality instruction, liaison collaboration, collections, and information access.

As information and learning become predominantly digital, research itself is making the leap from the world of print to the more complex, changeable world of e-research. Faculty and students want to access information independently, with as little assistance as possible. Intensive use of Web sites like Google and Wikipedia highlight the need for the Libraries to offer e-resources that contribute to the research process. Research itself is becoming ever more interdisciplinary and distributed as researchers rely on information and connections well beyond their home institutions. As the results of research – monographs, journal articles, data sets, etc. – become increasingly available in digital format, we will expedite online access to collections, digitize relevant print works, and support and preserve supporting materials including data and related works. The Libraries' path is clear: enhance the research process through direct support via our liaisons and collections and take on new roles of digital preservation, organization, and access.

Strategy A: Facilitate a collaborative and productive research process.

1. Extend consultative assistance to support research activities and needs, including literature searching, statistical data, citation verification, citation analysis, desktop delivery, etc.

2. Adopt technology that will promote collaborative research across our campuses and with institutions around the world.

3. Foster research partnerships with University departments and centers as well as with government, private, and nonprofit entities.

4. Encourage new digital scholarship through the DigitalCommons@UConn repository, including journal and monograph publication.

Strategy B: Develop resources to meet the 21st century needs of our researchers.

1. Facilitate access to resources that meet the changing research needs of our researchers.

2. Identify, digitize, and organize subject and artifact collections valuable for research and make them accessible to our researchers and to the scholarly community at large.

3. Develop strategies for the long-term preservation of our digital collections.

4. Collaborate regionally with other libraries to preserve access to print collections.

5. Investigate the data storage, preservation, organization and access needs of research data sets on campus, especially in the sciences and social sciences.

Strategy C: Enhance access to and awareness of research and publication at UConn.

1. Work with faculty to develop new models of scholarly communication practices, addressing open access to research information, copyright, and intellectual property issues.

2. Collaborate regionally and nationally with libraries, universities, and other IT-focused entities to develop a cyber-infrastructure plan capable of supporting UConn's research needs into the future.

3. Promote new publications from UConn faculty and students via RSS feeds and other technology.

Strategy D: Develop intuitive, user-centered access to library resources and services.

See Undergraduate Education, Strategy D.

Metric	Baseline	2014 Goal
Items in DigitalCommons@UConn.edu.	4,800	7,200
Project partnerships between library and other campus, government or private entities.	10	14
Increase number of e-journals accessible to users by 4%.	17,300	18,000
Increase number of objects digitized by 5% per year	65,800	69,100
Increase usage statistics for digitized objects by 10% per year.	573,167	630,480
Student and faculty use of the liaison program.	50%	70%
Percentage of budget spent on digital format resources.	80%	90%
Annual number of research consultations by academic liaisons and curators.	1,000	2,000
Perceived level of service quality in ranking of "print or electronic journal collections needed." [relates to LibQUAL+ question- IC8]	7.21	7.5
Perceived level of service quality in ranking of "electronic information resources needed." [relates to LibQUAL+ question IC-4]	7.21	7.5

GOAL 4: Diversity

Ensure an enriched learning and work environment by creating a more inclusive community that recognizes and celebrates individual differences.

The University of Connecticut Libraries is uniquely positioned to lead the University of Connecticut forward in its goal of creating an inclusive and diverse campus community and in promoting cultural competency. Through wide-ranging print and electronic collections, staff expertise, and an ongoing quest to provide unmediated access to information to all, the University Libraries will offer a rich array of resources sensitive to and inclusive of diversity in gender, race, ethnicity, socio-economic class, sexual orientation, religion, nationality, and physical ability. The Libraries will anticipate and support emerging academic trends in interdisciplinary fields, as well as changes in the composition of our students, faculty, and staff and their library and information needs. The University Libraries will strengthen programs and resources pertaining to historically underrepresented groups, and will increase services and resources for international students, and the growing numbers of students returning to the University after raising families, establishing career paths, or serving in the military. As the premier provider of scholarly information on campus, the University Libraries will continually ensure that the needs of all students, faculty, staff, and public users are met through our collections, services, instruction and outreach programs.

Strategy A: Create more opportunities for interaction with people from different cultures and backgrounds.

1. Improve recruitment and retention of library staff from underrepresented groups.

2. Increase collaborations with cultural centers and institutes in sponsoring lectures, workshops, and other programs which complement multicultural library collections.

3. Develop and employ various strategies to encourage students from underrepresented groups to apply for library positions.

Strategy B: Strengthen programs that promote cultural competency among faculty, staff, and students.

1. Create a Library Student Diversity Advisory Committee which meets periodically with the University Libraries' Diversity Planning Team.

2. Increase primary source material documenting underrepresented groups and increase its visibility in the Libraries' access tools.

3. Promote diversity by integrating it into collections, instruction, and informational material.

4. Create customized outreach and instruction for non-traditional and returning students, international students, and instruction on library resources for students with disabilities.

5. Create a collection of diversity resources for faculty, graduate teaching assistants, and library staff on pedagogy, cultural competency, and working with the growing demographics of international and non-traditional students, and students returning from military service.

6. Increase cultural diversity in the Libraries' exhibits through collaborations with the cultural centers, the Human Rights Institute, and individual faculty and students.

Metric	Baseline	2014 Goal
Professional library staff from underrepresented groups.	10%	14%
Retention rate of professional library staff from underrepresented groups, i.e., those who remain at UCL for more than five years.	50%	60%
Primary resource collections documenting underrepresented groups.	44	50
Public programs per year related to diversity.	4	6
Exhibits per year related to diversity.	3	5

GOAL 5: Library Support for Public Engagement

Enhance the contributions of UConn Libraries' staff to the state, nation, and world through public programming and appropriate collaboration with partners in the public and private sectors.

The UConn Libraries will play an increasingly important role in the University's public engagement initiatives. The Thomas J. Dodd Research Center has an expanded role to play in building human rights-related collections, increasing public attendance at human rights programs, and finding new ways to engage the academic community and the general public in human rights issues. The regional campuses with their unique concentrations will complement public engagement activities. With new web-based discovery tools, the use of the Libraries' collections is expected to increase during the next five years as well. The Libraries' staff members possess valuable knowledge and skills that can be leveraged in new ways to work with state agencies and other organizations on important social issues like the economy, health care, the environment, and contemporary literacy skills. In addition, the Libraries offer a number of publicly available facilities and support services that can be more actively marketed as the Libraries seek to engage civic groups and others whose activities serve the public interest and advance the University's public engagement objectives.

Strategy A: Increase the utilization of library staff expertise in the State.

1. Encourage new library partnerships with state agencies, and the private and non-profit sectors.

2. Collaborate with the Connecticut State Library and the Connecticut Legislature to digitize Connecticut legislative materials.

3. Capitalize on the unique focus of each regional campus by supporting campus efforts to develop programming and partnerships which will enrich their local communities.

Strategy B: Improve public access to the University Libraries.

1. Increase marketing of specialized library collections and services to potential users in the State and beyond.

2. Work with local organizations that might benefit from the use of our facilities and resources to develop mutually beneficial shared use agreements for library facilities and services.

3. Expand the University's collection of oral histories of interest to the public.

Strategy C: Participate in strategic partnerships to improve health care in Connecticut.

1. Work with other health agencies in Connecticut, including the UConn Health Center Library and Hartford Hospital, to create and market health-related information resources to Connecticut citizens.

2. Increase partnerships with UConn faculty and staff on research and public service awards that enhance medical care for Connecticut citizens.

Strategy D: Strengthen the information literacy skills of students in the State's K-12 education system.

1. Establish a partnership with K-12 teachers and school librarians through the Neag School of Education's Professional Development Centers that would incorporate information literacy into the K-12 curriculum.

2. Expand the use of Connecticut History Online in the State's K-12 education system and develop other education-related digital collections.

Strategy E: Engage library staff in addressing Connecticut's environmental issues.

1. Develop digital collections and an online presence in environmental science that supports the University's efforts to address local environmental challenges.

2. Charge a team of library staff to develop an environmental plan for the University Libraries that reduces our carbon footprint.

3. Increase the number of University publications related to the environment in DigitalCommons@UConn.

Strategy F: **Play a key role in enhancing public engagement in human rights.**

1. Establish a set of human rights focused digital collections based on materials housed in the Dodd Research Center.

2. Establish an internship for an undergraduate student with a minor in human rights to work with human rights library and archival collections.

3. Increase public attendance at the Sackler Lectures and the Thomas J. Dodd Prize in International Justice and Human Rights Award Ceremony.

Metric	Baseline	2014 Goal
Registered fee-based and exempt Community Borrowers.	150	250
Public use/rentals of Library facilities.	10	20
On-site use of the Dodd Research Center collections and services by outside organizations.	10	20
Oral histories of Connecticut leaders.	864	900
Public engagement-related digital collections.	2	7
Annual consultancies to public sector organizations.	5	10

GOAL 6: Library Administrative Organization

Adopt a new library organizational structure that aligns with and supports the University's Academic Plan.

The Libraries and the University are embarking on a new strategic plan at an economically challenging time. In order for the Libraries to optimize its support of the University's Academic Plan, it must ensure that its staff members, operating budgets, and one-time funded projects are aligned with UConn's institutional objectives. The Libraries must also continue to increase its external funding to support its collections and programs.

Strategy A: Restructure the library's current functional areas into physical locations and programmatic areas directly serving the University's undergraduate students, graduate and professional students, faculty, and staff.

1. Organize library staff into a matrix organization, based on physical locations and primary user group served.

Strategy B: Engineer process improvements in the Libraries central services programs with the goal of reallocating staff to support the University's academic plan and directly serve UConn undergraduate students, graduate and professional students, faculty, and staff.

2. Ensure that University schools, colleges, academic departments, centers, and institutes have adequate support from the Libraries' academic liaison program.

3. Increase the number of library staff involved in supporting undergraduate education.

Metric	Completion Target
Complete library staff and associated budgetary restructuring.	June 30, 2009

Metric	Baseline	2014 Goal
Library staff on Undergraduate Education Team.	12	15
Library staff with Academic Liaison roles.	23	28
Private giving, grants, contracts, and income generating activities.	3%	5%

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