1. **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 2011-12, the Library chose to employ a modified planning process to identify strategic priorities that would inform short-term and medium-term decision-making. This “Strategic Initiatives Statement” identifies goals and priorities that will inform Library decision-making during FY12-FY14 (July 1, 2011 – June 30, 2014).

2. **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.

3. **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 around the campus, among the local community, across academic institutions, and around the world.

4. **Guiding Values**

This Strategic Initiatives Statement reflects the Library’s commitments to:

**Access**

The Library works to ensure that all information resources and services provided by the Library will be readily, appropriately, and equitably discoverable and available to all users, regardless of format, technology, or method of delivery.
Collaboration and Engagement
The Library promotes substantive, sustainable, and engaged partnerships with faculty, staff, students, scholars, and external constituencies as an integral component of the design, delivery, and assessment of its services and collections.

Diversity
The Library fosters an inclusive environment for its users through the provision of information resources and services designed to meet the needs of a diverse community, the acquisition and provision of access to collections and content documenting the diversity of our history, cultures, and societies, and the recruitment and retention of Library faculty and staff who are as diverse as our user communities.

Expertise
The Library promotes scholarly practice among its faculty and provides expert services to its users through the recruitment and retention of subject, functional, and technical specialists who support teaching, learning, and scholarship in all areas, through the promotion of sustained research programs among its faculty, and through the support of continuing professional education and training for its faculty and staff.

Global Perspectives
The Library promotes a global view of library services and collections, one in which library issues are global issues with global solutions, collaboration is promoted among the international community of library, archives, and museum professionals, international partnerships are explored, and international and area studies collections and services promote intellectual engagement with the world outside the borders of the United States and support teaching, learning, and scholarship that explores issues transcending borders.

Innovation
The Library fosters innovation in library services, technologies, and practices by supporting the development of externally-funded research and service programs among its faculty, promoting collaboration with other centers for innovation on the Urbana campus (and beyond), and advancing the development of an agile, learning organization that supports entrepreneurial thinking, innovation in action, and rapid prototyping of services and technologies.

Mentorship
The Library supports the development of the next generation of information professionals through active engagement with the pre-service and continuing professional education programs sponsored by the Graduate School of Library & Information Science and by professional associations, through the provision of classroom and field-based educational programs designed by its faculty and professional staff, and through the provision of opportunities for growth and leadership among its faculty and staff.

Stewardship and Curation
The Library preserves and provides useful access to its physical and digital collections of enduring evidential, informational, and intrinsic value through thoughtful and active curation that engages user communities and follows the highest standards of the library, archives, and museum professions.
5. **Goals for FY12 – FY14**

- Improve access to Library’s growing suite of collections, services, and expertise in support of teaching, learning, scholarship, and public engagement at the University of Illinois at Urbana-Champaign.

- Support undergraduate research and educational initiatives.

- Support emerging needs of scholars and students engaged in e-research, e-science, and digital humanities.

- Promote a seamless resource discovery environment for our users.

- Promote sustainable models of collection management.

- Promote collaborative efforts at the local, regional, national, and international levels supporting the curation and use of Library collections and services.

- Promote the development of a full range of professional skills among Library faculty and staff necessary for a successful 21st-century research library.

6. **Strategic Initiatives for FY12 – FY14**

- Expand and deepen the Library’s world-class collections through investment in commercial digital resources, locally-produced digital content, and the acquisition of scarcely-held materials that promote Illinois as a “destination” for students and scholars from around the world.

- Enhance physical and intellectual access to collections of enduring value across the Library through continued support for processing “hidden collections,” integrating content from these collections into Library-wide projects and programs, and exposing information about these collections to broader discovery tools through creation of robust metadata.

- Sustain the successful approach to examining and implementing ways to improve services and spaces, modeled in recent years through the New Service Models program
  - *Currently underway:* The International and Area Studies Library, and the Social Science, Health, and Education Library are currently in development. Teams are planning new models for Business Information services and Veterinary Medicine Library services.

- Design and implement Library service spaces that incorporate technology to support multi-modal learning and student creativity, including centers for advanced faculty and student collaborative use of technology, and that are designed in collaboration with campus partners
  - *Currently underway:* The Grainger Center for Academic Resources in Engineering and the Undergraduate Library Media Commons are currently in development.
• Assumes a leadership role in the development of policy, programs, and shared cyberinfrastructure services designed to provide researchers with the support needed to comply with federal and local requirements, to manage their data, and to make that data accessible for use by other scholars.
  o Currently underway: The Library is providing leadership, along with other campus units, for the Illinois Research Data Initiative

• Build and support a robust, flexible, and scalable digital infrastructure and services to support long-term access, re-use, and curation of Library collections, as well as those resources entrusted to the Library by the campus community.
  o Currently underway: The Library continues its investment in the HathiTrust, DuraSpace, and ArchiveSpace. Medusa, a Fedora+Hydra based repository, is currently under development.

• Expand on our leadership position among research libraries in the study of search and discovery through design of custom discovery solutions, implementing a Web-scale discovery system, and developing and disseminating best practices for integrating search assistance into search and discovery tools.
  o Currently underway: The Library is in the final phase of selecting a Web-Scale Discovery System from among commercial options, and will implement this discovery tool in 2012. The Library is participating in international search and discovery initiatives, including the Internet Archive and the HathiTrust.

• Establish new models for collaboration with partner institutions, regionally, nationally, and internationally, supporting the provision of expert services to users by subject, functional, and technical specialists, as well as collective approaches to managing print and digital collections.
  o Currently underway: The Library is exploring new models for sharing resources, services, and expertise among CIC member libraries, especially in the field of International and Area Studies and as a contributor to the Shared Print Repository. The Library is exploring new areas for collaboration with the University of Illinois at Chicago Library, e.g., in the area of health information services.

• Explore new models for international partnerships among research libraries.
  o Currently underway: The Library is exploring the potential for expansion of the “international reference service” model pioneered by the Slavic Reference Service as well as studying how Illinois might serve as a center for a broader discussion of “global issues” in the academic library field, e.g., access to information, resource sharing, expertise sharing, service to scholars in a global community, data curation and sharing.

• Promote evidence-informed decision making regarding the use of Library resources through the development of a Library-wide assessment plan, including the identification of strategic and tactical metrics, as well as a mechanism for providing routine access to data to be employed for decision-making.
Appendix
Review of Planning Process

The University Library’s Executive Committee charged a Strategic Planning Task Force (“Task Force”) in 2010-11, co-chaired by the Vice-Chair of the Executive Committee and the Associate University Librarian for Services and Associate Dean of Libraries, and composed of representative members of the Library’s faculty, Academic Professionals, and Civil Service staff. The Task Force facilitated discussion of the current strategic plan and solicited ideas and feedback related to the new planning process during Library faculty meetings, as well as other meetings held during 2011-12, including the Faculty Retreat (December 2010). These discussions concluded with a Strategic Planning Forum at which Library faculty and staff presented overviews of current programs and projects, and identified strategic initiatives that the Library might pursue during FY12-FY14 (July 2011).

The minutes of the Task Force are available at <http://www.library.illinois.edu/committee/stratplantf/meetings.html>. The presentations made at the Strategic Planning Forum are available at <http://www.library.illinois.edu/committee/stratplantf/planning.html>.

Drawing on the discussions facilitated through strategic planning activities conducted during 2010-11, and through a review of previous planning documents, including the 2006-2011 strategic plan, the New Service Models reports, and the Association of Research Libraries’ “institutional profile,” the Task Force articulated the following principles for planning that informed its evaluation of proposed strategic initiatives to be pursued between FY12-FY14.

1. The Library is a collaborative partner in teaching, learning, scholarship, and service programs across campus, around the State, and between academic institutions.

2. The Library is a leader in research and development activities among research libraries.

3. The Library is committed to evidence-informed decision-making about its programs and priorities.

4. The Library actively promotes the establishment of new national and international partnerships among research libraries and among library, archives, and museum professionals.

The Task Force prepared a first draft of the Strategic Initiatives Statement in October 2011 and gathered feedback through scheduled meetings with the Senate Committee on the Library and the University Librarian’s Student Advisory Committee, as well as through open meetings scheduled with Library faculty and staff, Urbana campus faculty and staff, and Urbana campus students (October 2011). A final draft of the Strategic Initiatives Statement will be provided to the Executive Committee for discussion with the University Librarian and Dean of Libraries in November 2011.

Draft: October 7, 2011