

University Library

Strategic Initiatives
FY12 – FY14

December 2011

Executive Summary

The University Library has undertaken a streamlined strategic planning process in order to identify goals and initiatives to be pursued between July 1, 2011 and June 30, 2014 as both the Library and the Urbana campus undergo significant leadership transitions. The purpose of this report is to provide guidance to the decisions that Library leadership must make during this period on the allocation of financial and human resources in order to ensure that these decisions are informed by a strategic view of the long-term goals of the Library and Urbana campus.

The primary strategic initiatives identified for pursuit by the Library during FY12-FY14 are to:

- improve user access to, and discovery of, library content and collections by implementing a unified search interface that provides access to library materials and relevant scholarly content across formats and delivery platforms;
- renovate Library public service space in order to promote individual research, group collaboration, and opportunities to consult with Library faculty and others contributing to Library public service programs;
- establish a robust and sustainable program supporting access, dissemination, preservation, and curation of digital content created, managed, or acquired by the library; and
- complete processing backlogs of “hidden collections” in circulating and special collections.

These initiatives, as well as related goals and objectives that might be pursued during FY12-FY14 if appropriate resources are available, are outlined in the full Strategic Initiatives document available at:

<http://www.library.illinois.edu/committee/stratplantf/index.html>

Submitted January 13, 2012 to the Library Executive Committee by the members of the University Library Strategic Planning Task Force:

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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.

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 document 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 document was provided to the Executive Committee for discussion with the University Librarian and Dean of Libraries in November 2011. Following additional discussion with the Executive Committee, the final version of the document was submitted in December 2011.