MISSION STATEMENT

The University Libraries is a leader in providing access to and managing information services and resources to support teaching, learning, and research for the University of Memphis community.

STATEMENT OF VALUES

Providing the varied services, resources, and programs of the University Libraries requires the involvement of many people. While each individual utilizes his or her own particular expertise and background and adopts his or her unique way to accomplish each task, the overall effort is guided by a common set of values that binds the whole together with common purpose. As they go about meeting the Libraries’ established objectives, University Libraries' faculty and staff are committed to the following values:

Service
The University Libraries seeks excellence in providing assistance to all Libraries users while ensuring that access to information resources is provided in an open, receptive, and courteous manner, with a commitment to freedom of information and equity of access.

Quality
The University Libraries strives to deliver effective user services, resources, and programs, using the highest feasible standards of management, assessment, organization, and delivery. We are simultaneously committed to the development of a knowledgeable, versatile, and skilled faculty and staff.

Integrity
The University Libraries affirms the principles of academic freedom and provides all services, programs, and operations with honesty, openness, and accountability.

Diversity
The University Libraries values and appreciates the differences, among our users, our collections, and our faculty and staff. We endeavor to provide a climate of acceptance and respect for all points of view and for all individuals, whether members of the university community or the community-at-large, without regard to race, ethnicity, gender, age, sexual orientation, or physical abilities.

Collaboration
The University Libraries partners with the departments and colleges to provide resources and services to support the academic programs of the University. We join with other academic communities and libraries throughout Tennessee, the Mid-south region, and the nation to enhance access to information resources beyond the University Campus.
Innovation

The University Libraries identifies, investigates, evaluates, and implements new and emerging methods for obtaining appropriate resources and providing relevant services to meet known and/or anticipated user needs.

GOALS 2007 - 2012

To accomplish the overall mission of the University Libraries, resources and energy will be focused on achieving the following goals.

1. Build, preserve, and support collections that meet the needs of present and future users.

2. Develop, explore, and implement new information technologies and resources.

3. Develop and implement strategies that maximize the effectiveness of the integrated library system (ILS).

4. Develop, promote, and deliver instructional services and resources to meet changing user needs.

5. Invest in Libraries personnel to enhance their abilities to provide library services and resources.

6. Collaborate with other units of the University, the urban community, the professional community, the region, or the nation to improve access to information resources.

7. Develop and implement marketing and development plans that will enhance visibility and image and increase the resource base of the University Libraries.

GOALS AND OBJECTIVES

I. Build, preserve, and support collections that meet the needs of present and future library users.

Objectives:

1. Develop diverse collections that support the teaching, study, and research that occur throughout the University including remote sites.
   a. The University Libraries maintains an active library liaison program with academic departments and liaisons work with academic faculty to identify an appropriate mix of resources to support teaching and research both on- and off-campus.
   b. User suggestions are gathered at public service points throughout the Libraries.
   c. Funding is allocated to new programs as available.
   d. The Government Publications department remains the Tennessee Regional Depository for US publications and continues to add Tennessee publications. Other areas of interest include Special Collections and The Confucius Institute.

2. Create original information resources that add to the body of information resources available for library users.
LibGuides, Camtasia, and online instruction delivery mechanisms are among the new information technologies and resources that Instructional Services continues to explore, develop, and implement to provide access to information for on- and off-campus users.

3. Seek additional funding for building and supporting Libraries collections and programs that meet the needs of the university community.
   a. The University Libraries continues to encourage the University Administration to increase base funding to support the collections, programs, and services of the Libraries.
   b. The University Libraries received one-time funding from the stimulus/maintenance of efforts funds received by the University of Memphis.
   c. University Advancement has assigned a person to work part time with the Libraries to explore additional sources of funds.

4. Develop a plan for an environmentally viable and secure storage facility to accommodate lesser used materials in support of our roles as a research library and the Regional Depository for Federal Documents for the state of Tennessee.
   The University Libraries works with staff from the Physical Plant to clean and maintain the Brister storage area so that it may accommodate lesser-used materials.

5. Update and maintain, in collaboration with the teaching and research faculty, comprehensive collection development policies that will provide guidance for the ongoing growth and development of all of the Libraries’ collections.
   Libraries Liaisons work with departmental faculty to develop collection development policies for each area. These policies, posted on the Libraries’ web site, were originally developed in 2006 and are updated as necessary.

6. Work with staff in appropriate offices on campus (Physical Plant, Space Planning, Academic Affairs, Business and Finance, etc.) to integrate the libraries’ space needs into campus planning.

7. Evaluate electronic resources for purchase and retention in keeping with appropriate Collection Development Policies, with special attention to archiving, accessing, and purchasing collaboratively.
   The position of Electronic Resources Librarian was filled in early 2004 and an Electronic Resources Committee, chaired by the Electronic Resources Librarian, was established to aid in archiving, accessing, and purchasing electronic collections. Recent updates include additions to the JSTOR collections, backfiles for Wilson databases, and several e-book collections.

8. Collaborate with others to acquire and utilize newer technologies for the preservation and reproduction of graphic and written archival materials, with emphasis on digital preservation of materials.
   a. The University Libraries, with external support from Henry Rudner, President and CEO of Ampro Industries, has begun processing the National African American Photo Archive (NAAPA). Eventually this archive will contain 500 items which will become freely accessible on September 1, 2011.
   b. The University Libraries purchased ContentPro in Summer 2011.

9. Identify and implement appropriate collection assessment tools and techniques.
   The Collection Development Librarian is exploring various assessment tools.
II. Develop, explore, and implement new information technologies and resources that contribute to the success of the Libraries.

Objectives:

1. Improve and expand Web-based access to information resources for on-campus and remote users.
   a. Libraries Information Systems Department (LIS) acquired new servers and upgraded switches for increased and faster communication.
   b. Libraries Information Systems Department (LIS) upgraded EZProxy for user authentication.
   c. Libraries upgraded Interlibrary Loan services with the purchase of RapidILL and a state-of-art scanner.

2. Explore new opportunities for consortia purchases of electronic resources.
   The University Libraries actively explores opportunities with Lyrasis, Tenn-Share, and ROCC (TBR) to increase access to electronic resources.

3. Implement a life cycle replacement plan for the servers and other system-wide backbone components that support Libraries programs and services.
   The University Libraries Information Systems (LIS) Department supports eight servers for a variety of library systems. These servers are not currently included in any regular replacement cycles. Therefore, there is no mechanism in place to ensure that they can be replaced as needed.

4. Collaborate with ITD, the Provost’s Office, and other appropriate units to develop and implement a plan that will support regular replacement and upgrading of the computers and software needed by libraries’ staff.
   While there is no actual plan in place, every effort is made—from requests through TAF funds to small day-to-day orders—to ensure that Departmental employees have the supplies and equipment needed to accomplish their jobs.

III. Develop and implement strategies that maximize the effectiveness of the Libraries’ integrated library system (ILS).

Objectives:

1. Develop and adopt standards for creating and maintaining high quality data in the integrated library system.
   Cataloging uses MARCIVE for authority processing and has hired an Authority Specialist. This past year, they converted 342 Wade-Giles Chinese language records to Pinyin records, now the national standard.

2. Improve the quality of the bibliographic and item records in the online catalog.
   a. Cataloging continues to clean up records in the online catalog.
   b. Cataloging faculty and staff continue to take advantage of appropriate training to ensure that they are knowledgeable and able to apply the most current cataloging standards.
3. Add records to the Libraries’ database for collections that are not currently represented in the online catalog such as microform collections.
   a. MARC records for ProQuest & American Antiquarian were purchased.
   b. Cataloging continues to add records for items unique to the University of Memphis, including theses and dissertations; Tennessee documents; books, maps, scores, serials, sound recordings, video recordings and titles donated by the Chinese government.

4. Develop and implement plans for maximizing the use of the integrated library system.
   a. The University Libraries has hired an Integrated Systems (ILS) Librarian whose job is to maximize use of the integrated system.
   b. The ILS librarian and the Head of the Libraries Systems Department routinely attend training sessions to learn about new developments in the ILS.

5. Provide leadership and oversight for the successful execution of contractual agreements among the participants in the Memphis-III Partnership.
   The University Libraries works with the Law School, LeMoyne-Owen College, and Jackson State Community College to maximize use of the ILS, Millenium. The Libraries ensures that all schools have the appropriate contracts in place. Funding for training is evenly divided among the four institutions.

IV. Develop, promote, and deliver instructional services and resources to meet changing user needs.

Objectives:

1. Offer library instruction sessions and resources that meet the needs of Libraries users and enhance the information fluency of students and faculty of the University.
   a. Instructional Services leads efforts to meet the instructional and information fluency needs of students and faculty of the University via classroom and online sessions. University Libraries’ faculty participate in this program.
   b. Libraries’ employees also instruct via face-to-face interactions at the public-service desk and through individual reference consultations.

2. Take advantage of available technologies to improve user access to library instruction.
   a. Libraries faculty are developing help guides using LibGUIDES for both on- and off-campus users.
   b. Libraries faculty participate as embedded librarians for the e-learning initiatives of the University and RODP programs.

3. Develop and deliver instruction that helps classroom faculty to maximize the integration of library resources into their courses.
   a. Instructional Services provides class-specific and subject-related sessions each semester. During the 2010-2011 year this service conducted 469 sessions for 7,809 individuals.
   b. The Instructional Services Department promotes library tours and focused visits to groups and individuals on the campus and throughout the community.

4. Train selective depository personnel across the state in the use of electronic access to government information in fulfillment of our responsibility as the Federal Regional Depository for the state of Tennessee.
a. As the Regional Depository for the State of Tennessee, UofM librarians provide leadership to the depository librarians across the state.

b. Faculty from our Government Publications department are called upon to provide instruction in online electronic resources for depository libraries in Tennessee.

5. Offer library tours and focused visits to groups and individuals on the campus and throughout the community.

a. Instructional Services offers tours to university faculty and students and to non-university visitors. In addition, the University Libraries participates in the Graduate Teaching Assistants Orientation, the New Faculty Orientation, the New Graduate Students Orientation, the Student Health Fair, and the Graduate Student Recruitment Fair, among others.

b. Instructional Services routinely offers tours and classes that highlight the resources of the University Libraries, attract users to the Libraries, and create relationships and the potential for opportunities to pursue external funding.

V. Invest in Libraries personnel to enhance their abilities to provide excellent customer service along with appropriate library services and resources.

Objectives:

1. Update and maintain current position descriptions for all Libraries personnel including faculty, staff, and students.
   Current position descriptions have been updated and revised. Because of the demands and ever-changing nature of work in libraries, job descriptions are continually monitored and revised.

2. Implement strategies to make sure that positions within the University Libraries are properly classified and compensated.

3. Develop strategies for identifying and addressing organizational weaknesses.
   a. The University Libraries has established a position of Assistant to the Dean for Organizational Development and Assessment and a Committee for Planning and Assessment. These groups will conduct surveys to investigate weaknesses that impede organizational effectiveness.
   b. A User Services Committee has been established and charged with making recommendations concerning additions, deletions, and modifications to Libraries policies and services that affect Libraries users.

4. Develop, conduct, sponsor, or coordinate training or staff development opportunities for University Libraries’ personnel to assure essential competencies for all Libraries personnel in appropriate areas of responsibility.
   a. The Libraries administration actively supports professional development for all Libraries’ staff.
   b. The Personnel Development Committee identifies opportunities for staff development throughout the libraries. This committee plans and sponsors an annual Staff Development Day.
c. A Faculty Professional Development Committee has been established to make recommendations regarding funding for faculty for participation in professional activities and professional development.

d. A Staff Professional Development Committee has been established with the charge of making funding recommendations for staff participation in professional activities and professional development activities.

5. Promote meaningful communication throughout the University Libraries in support of an open, informative, and cooperative environment.
   a. The agenda and minutes from the Library Administrative Council meetings are regularly distributed via e-mail to all Libraries faculty and staff.
   b. E-mail is the official university communications medium. The University Libraries makes extensive use of e-mail to keep Libraries’ faculty and staff informed.
   c. Twice a year, all Libraries faculty and staff come together to be informed of new developments and discuss items of concern.
   d. The Dean of Libraries has established a monthly Open Forum at which she responds to questions posed by Libraries employees.
   e. The Dean of Libraries meets with all department heads on a monthly basis. She is also available for meetings on an as-needed basis.

6. Make Libraries policies and procedures available to all Libraries personnel in a timely and consistent manner.
   Libraries’ policies and procedures are available through the Libraries website.

7. Ensure that Libraries’ faculty and staff have access to the supplies and equipment needed to accomplish their jobs.
   a. Library departments order supplies on a weekly basis.
   b. Funding for equipment is less routine due to financial constraints. This is an area which needs more attention.

VI. Collaborate with other units of the University, the urban community, the professional community, and the region to improve access to information resources.

Objectives:

1. Maintain active collaboration with the Faculty Senate’s Library Policies Committee and other appropriate university organizations.
   a. The University Libraries faculty elect a faculty senator every two years. This individual serves as the Libraries’ representative on the University Faculty Senate and serves on the Faculty Senate’s Library Policies committee which meets monthly.
   b. The Dean of Libraries makes an annual presentation to the Faculty Senate and attends the Faculty Senate’s Library Policies Committee meetings as requested.
   c. The University Libraries Staff Support Association elects a representative to the University Staff senate.

2. Participate fully in cooperative library programs and activities such as: the Memphis Area Library Council (MALC); TennShare; West Tennessee Academic Library Collaborative (WETALC); Tennessee Union List of Serials, Association of Southeastern Research Libraries (ASERL); LYRASIS); and OCLC.
a. The University Libraries has three representatives on the Memphis Area Libraries’ Council.

b. Membership in local and regional organizations, such as TennShare and ASERL, allows University Libraries access to collections and services that would otherwise not be available.

c. Government Publications plans to participate in the ASERL “Centers of Excellence” project which will identify collection areas for government publications in different libraries.

d. University Libraries membership in ASERL is in jeopardy and the Libraries is currently on probation, due in part to the lack of University funding.

3. Serve as a source for federal government information to city, county, state, and federal agencies and offices.

   a. As the Regional Depository, the Government Publications department is regularly asked to provide access to collections that other libraries do not possess.
   
   b. Several staff in Government Publications regularly attend the Federal Depository Library Council in Washington, DC and the TennShare/GODORT meeting.
   
   c. The head of Government Publications regularly makes site visits to selective depository libraries.

4. Collaborate with appropriate departments across the campus to create and support joint programming that highlights the collections, services, and resources, of the University Libraries.

   University Libraries works with other departments on campus to sponsor programs such as Banned Books Week, Faculty Scholarship Week, and participates in New Faculty Orientation, Undergraduate Student Orientation, Graduate Student Orientation, and the Student Health Fair.

VII. Develop and implement marketing and development plans that will enhance the visibility and image and subsequently increase the resource base of the University Libraries.

Objectives:

1. Build on the relationship with the Friends of The University of Memphis Libraries to enhance the continued growth and effectiveness of the collections, services, and programs of the University Libraries.

   a. The Dean of Libraries regularly meets with the Friends of University Libraries.
   
   b. An Assistant to the Dean works with the Friends of the University Libraries to develop a program of public programming.
   
   c. The Assistant to the Dean and the Friends of University Libraries facilitate the annual Delta—Everything Southern Conference with a list of distinguished speakers. Attendance at the conference continues to grow. Attendees are potential supporters of the University Libraries.

2. Develop strategies that build on the University Libraries’ relationship with the Office of Marketing, Advancement, and Government Relations to stimulate positive action from that office on behalf of the University Libraries.

   a. The University Libraries continues to strengthen its relationship with the Office of Marketing, Advancement, and Government Relations. Kim Brisco, Marketing Manager, works directly with the University Libraries.
   
   b. Kelly Davis, director of development for university initiatives, has been assigned to work with the University Libraries.

3. Develop and implement a comprehensive plan for communicating with constituents both on and off campus.
Most direct communication is electronic and the University Libraries has developed online distribution lists targeted at individuals with specific interests.

4. Implement mechanisms that enable the University Libraries to respond to user needs in a more timely and systematic manner.
   a. The University Libraries routinely responds to user needs and deal with issues as they arise.
   b. There is a suggestion box at the Circulation Desk at the front of McWherter Library.
   c. The University Libraries conducted LibQUAL+, a survey of user needs, in 2002 and administered the survey again in 2010.

5. Expand efforts to attract external funding for the programs and services of the Libraries especially focusing on endowment funding.
   The University Libraries has hired a Community Engagement Librarian whose duties include grant writing and looking for sources of external funding. The Libraries is working closely with the University Office of Advancement to attract endowment funding.

6. Develop and implement a comprehensive plan for public programming that highlights the resources of the University Libraries, attracts users into the Libraries, and creates opportunities to pursue external funding.
   The University Libraries hired a Community Engagement Librarian who will be in charge of public programming to attract users to the libraries and provide potential sources of external funding. This individual will work with the Highland Area Renewal Corporation, formed to improve the neighborhoods near the University of Memphis, to enhance our relationships with the community.

Revised – July 2013