

University Libraries, University of Memphis

Strategic Plan 2013-2018

MISSION STATEMENT

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

VISION STATEMENT

The University Libraries will be the information and research destination of choice for the University of Memphis community, committed to developing lifelong learning and research skills in a welcoming, resource-rich, innovative, and stimulating environment, embracing collaborative opportunities and cultivating a technologically-enhanced, user-centered setting for the discovery, creation, organization, preservation, and communication of knowledge.

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 a 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 Memphis, 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 2013 – 2018

To accomplish the overall mission of the University Libraries, resources and energy will focus 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. Create and implement marketing and development plans that will enhance the visibility and the image, and expand the resource base of the University Libraries.

GOALS AND OBJECTIVES

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

1. Support new acquisitions for each department on campus by actively

communicating with departments through liaisons.

- a. Collection Management and liaisons will revise collection development policies and will weed the collection.
- b. Collaborate with faculty across campus throughout the academic year.
2. Seek additional funding each year from the Provost's office for building and supporting collections and programs that meet the needs of the university community.
 - a. Ensure that the budget is expended in a timely manner.
3. Address physical deficiencies in McWherter Library, the Branches and Remote Storage, such as water leaks, humidity, and ventilation to preserve the Libraries collections.
 - a. Seek funding for an off-site climate-controlled storage facility with compact shelving and robotic retrieval that would accommodate 1 million items by 2020.
4. Acquire personnel, skills and materials necessary for an in-house preservation management laboratory.
5. Preservation and Special Collections will explore and identify potential additions to the University Libraries Digital Repository.
 - a. Continue to expand the range of collections and material types in the ULDR to include text, image, audio and video formats representing the wealth and diversity of Special Collections owned by the university Libraries.
 - b. Partner with other on-campus units to include collections of specialized materials appropriate to the ULDR (e.g. UMAM and the Hooks Institute)
 - c. Library Information Systems and the Preservation and Special Collections departments, in partnership, will expand the technology base and faculty and staff skills to broaden participation in the development of the ULDR
 - d. In partnerships among the Library Information Systems, Preservation and Special Collections, and Cataloging departments develop and enhance the linkages between the ULDR and the public catalog interface to improve bibliographic and physical access to these collections.
6. Develop a plan to catalog our special collections and archival materials by 2016.
7. Develop a plan to incorporate more microform records into the catalog by 2018.

8. Evaluate electronic resources for purchase and retention in keeping with appropriate Collection Development Policies, with special attention to archiving, accessing, and purchasing collaboratively.
9. Identify and implement appropriate collection assessment tools and techniques.
10. Work with staff in appropriate offices on campus (physical plant, space planning, academic affairs, finance, etc.) to integrate the libraries' space needs into campus planning.
11. 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.

II. Implement new information technologies

Develop and implement new information technologies and resources that contribute to the success of the Libraries.

1. Continue acquiring servers, space, and speed to keep infrastructure to meet current and future needs of our user groups.
2. Hire an Emerging Technologies Librarian.
3. Establish an online/mobile reference service (e.g., chat and text reference).
4. Streamline the guest user registration process and provide additional computers for guest users.
5. Develop and implement guidelines to allow access across different platforms to electronic resources (e.g., ebooks, ejournals).

III. Maximize the effectiveness of the Libraries' integrated library system (ILS).

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

1. Annually review available features of the ILS that are available, focusing on those that have not been fully utilized. Prioritize the features to implement. Assess the success or failure of new implementations on an annual basis.
2. Annually review library departmental needs with regard to the ILS and determine if there are existing features available for acquisition to meet these needs.

3. Make currently underrepresented materials (eBooks, microforms, streaming media, etc.) findable through the catalog.
 - e. Process and load all remaining, previously obtained record sets into the catalog by the end of calendar year 2015.
 - f. Prioritize acquisition of records for currently held materials, including microforms, and negotiate for high quality records for newly acquired collections.
 - g. Process and load newly obtained record sets within six months of acquisition.
4. Assure that Libraries staff has the skills necessary to do their jobs efficiently and take advantage of available ILS features.
5. Improve the user experience with regard to ILS interfaces through regular testing, enhancement, and redesign.
6. Identify database maintenance projects of a concrete scope; create a plan for executing these projects in a timely fashion.
7. Make finding aids and other special collections resources available online through ILS resources.
8. Develop a plan and schedule for ensuring that ILS properties and processes are optimized and up to date. This includes regularly reviewing and updating scopes, indexes, codes, and the training server database.
9. Maintain an upgrade and enhancement schedule for the ILS software.

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

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

1. Offer library instruction sessions and resources that meet the needs of library users and enhance the information fluency of students and faculty of the University.
2. Collaborate with University faculty and staff on- and off-campus and online to continue to offer relevant and timely instruction in-person and remotely.
3. Formulate strategies to help first-time users and returning and community users to navigate the Libraries, catalog, and databases.
4. Expand qualitative measurements of instruction provided.
5. Select, acquire, and implement software to automate scheduling and statistics for University Libraries instructional services by Fall 2014.
6. Promote the Instructional Services program and seek new instructional relationships.
7. through face-to-face and online interactions
8. through Libraries liaisons with their University departmental counterparts
9. through orientation sessions for new faculty and graduate assistants
10. in cooperation with the Community Engagement Librarian and Marketing, through the University Web page and social media venues.
11. Take advantage of available technologies to improve user access to library instruction.
12. Develop LibGuides, videos, and other how-to resources.

13. Develop interpersonal/interactive opportunities such as chat, email, text, UMmeet, and being embedded in eCourseware and RODP classes.
14. Develop and deliver instruction that helps classroom faculty to maximize the integration of library resources into their courses
15. Increase annually the number of delivery formats for instruction (online, distance, and otherwise “remote”), such as short online tutorials and LibGuides (for individual departments and major programs).
16. Measure the use of videos, LibGuides.
17. Review and seek to modify (in cooperation with the Dean and the Facilities Manager) existing Libraries spaces (including those inactive and under-equipped) to accommodate a wider variety of instruction and research assistance opportunities.
18. Offer library tours, orientations, and focused visits to groups and individuals on the campus as well as throughout and beyond the community.
19. Offer on-site visits that highlight Libraries resources for new and prospective faculty and students.
20. Continue to participate in events such as Ask Me!, the Student Health Fair, Transfer and Commuter Student Information Fair, and the like.

V. Invest in training for Libraries personnel

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

1. All University Libraries’ staff positions will be evaluated within one year of the completion of the University-wide reorganization of staff positions.
2. Use skills tests and surveys to identify gaps between actual and needed skills.
3. Develop, conduct, sponsor, or coordinate training and staff development opportunities for University Libraries’ personnel on an annual basis to ensure essential competencies for all Libraries personnel in appropriate areas of responsibility.
 - a. Arrange for a cataloging workshop for all employees when the RDA comes out.
4. Increase funding for meaningful, library-focused training.
5. Increase allotment of professional development funds for faculty and staff.
 - a. Ensure all Libraries personnel have the opportunity to attend at least one professional development opportunity or training annually.
6. Provide special sessions, such as training modules, for new Libraries employees.
7. Evaluate new or changing staff needs and make a case for new positions that might be needed.

8. Provide mentoring for the staff by Libraries faculty (e.g., for Certification or MLIS programs).

VI. Develop collaborations with others in the University Community

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

1. Work with University of Memphis Information Technology Department (ITD) to ensure adequate space and support for additional servers and future needs.
2. Collaborate with ITD, the Provost's Office, and other appropriate units to support regular replacement and upgrading of the computers and software every 3 years for student labs, faculty, and staff.
3. Continue to develop and nurture faculty-liaison relationships in order to encourage communication between departments and the University Libraries.
 - a. Conduct a survey to measure satisfaction.
4. Select a Libraries faculty member each year to be part of the Faculty Senate's Library Policies Committee.
5. Ensure that Libraries employees serve on strategic university committees.
6. Invite students to do their own library research and post their videos online (e.g., YouTube).
7. Form a student advisory/advocacy group by the end of 2014 that will provide suggestions regarding Libraries' collections and services.
8. Present at least two programs per year in collaboration with appropriate departments across the campus that highlight the collections, services, and resources of the University Libraries.
9. Link public programming to our collections.
 - a. Identify collections to digitize and publicize them through public programming.
10. Expand, clarify, and publicize services that are provided by the Libraries for its various community users (e.g., alumni).
11. Participate fully in cooperative library programs and activities such as: the Memphis Area Library Council (MALC); TENN-SHARE; West Tennessee Academic Library Collaborative (WeTALC); Association of Southeastern Research Libraries (ASERL); LYRASIS; and OCLC
12. Train and support personnel in Selective Depository Libraries across the state in fulfillment of our responsibility as the Federal Regional Depository Library for the state of Tennessee.
13. Serve as a source for federal government information and Tennessee government information to the urban and professional community including government agencies, nonprofit organizations, entrepreneurs, and scholars.

VII. Implement marketing and development plans

Create and implement marketing and development plans that will enhance the visibility, image and the resource base of the University Libraries.

1. Publicize Libraries' repositories and continue to communicate with the local community about resources needed to expand our local heritage collections.
2. Collaborate with the friends and supporters of the University of Memphis Libraries to enhance the growth and effectiveness of the collections, services, and programs of the Libraries.
3. Schedule at least one meeting per semester with the Director of Communications, Public Relations and Marketing, Director of the Advancement Division, and Director of the Office of Government Relations to stimulate positive action from that office on behalf of the University Libraries.
4. Continuously update the database of constituents both on and off campus, and communicate at least once per semester with these constituents about University Libraries' activities.
5. Develop surveys that are administered at least annually that enable the University Libraries to respond to user needs in a more timely and systematic manner.
6. Increase by 5% annually external funding for the programs and services of the Libraries, focusing especially on endowment funding.
7. Participate in creative charitable efforts (such as "Ride for Reading") to increase awareness
8. Enhance user perceptions of Libraries services, offerings, functions, and expertise through contests, student interviews and the like.
9. Increase marketing efforts to attract larger and more diverse presenters and participants at the annual Delta – Everything Southern! Conference.

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