

UNLV Libraries Strategic Plan 2009—2011

Vision

The UNLV Libraries will define the new academic research library—bringing people and information together in innovative ways. As UNLV emerges as a leading urban research institution, the Libraries will pioneer dynamic, user-focused methods of reaching, connecting, and engaging learners.

Mission

In support of the University's mission and shared values, the Libraries contribute to and support self-sufficient learners who can discover, access, and use information effectively for academic success, research, and life-long learning.

Organizational Values

The University Libraries value:

- the centrality of users in our service, planning and decision-making;
- the application of emerging technologies for innovative library services;
- intellectual freedom, confidentiality, and ethical use of information;
- librarians as partners in the educational mission;
- a campus culture that underscores the importance and value of libraries;
- enriching the life of the Southern Nevada community;
- a talented, diverse and empowered faculty and staff;
- collegiality, cooperation, teamwork, and collaboration;
- collective and individual responsibility for excellence and quality;
- active contribution of library faculty to the knowledge base of the profession;
- evaluation and continuous improvement;
- open, clear, and honest communication at all levels;
- efficient and effective management of resources

Ongoing Activities

While this plan articulates the goals and directions that will be emphasized in the coming two years, the Libraries are committed to ongoing and significant activities that while not explicitly addressed in the strategic plan, are absolutely essential to the work of the Libraries.

These include:

- Build new and manage existing collections.
- Provide access to resources, staff, and services.
- Maintain the information technology infrastructure.
- Maintain the currency of our websites and integrity of our discovery tools.
- Order, pay for, catalog and process information resources collections in all formats.
- Offer frontline and virtual service to users.
- Provide expert research and information assistance.
- Educate users.
- Manage human and financial resources.
- Maintain external relations program that includes communications, publications, and donor cultivation and stewardship.
- Maintain clean, secure, and inviting physical spaces.

Goals and Directions

Discovery

Goal I: Lead the campus in ensuring that faculty and students have the skills and abilities necessary to find the best information possible.

Direction 1: Integrate the Libraries into campus educational initiatives, especially those emphasizing student success, universal learning outcomes, and curriculum improvement.

Direction 2: Collaborate to educate faculty and others regarding ways to incorporate library collections and services into education experiences for students.

Goal II: Expand user awareness of library resources, services and staff expertise through promotion and technology.

Direction 3: Ensure baseline knowledge of all libraries staff about the libraries message and engage them in their role as ambassadors in order to expand user awareness of our resources, services, and staff.

Goal III: Improve discoverability of physical and electronic resources in empowering users to be self-sufficient.

Direction 4: Work towards an interface and system architecture that incorporates our resources, internal and external, and allows the user to access from their preferred starting point.

Access

Goal I: Develop resources aligned with areas of research, curricular foci, and UNLV strengths.

Direction 5: Develop ways that the Libraries can support the campus multi and interdisciplinary focus on sustainability.

Goal II: Use multiple methods to ensure that needed/desired resources are available at time and point of need.

Direction 6: Emphasize data collection and other evidence based approaches needed to assess efficiency and effectiveness of multiple modes and formats of access/ownership.

Goal III: Make the Libraries resources available in digital formats.

Direction 7: Informed by best practices, transform the Libraries unique collections into rich, accessible, digital objects.

Use

Goal I: Monitor and adapt physical and virtual spaces to ensure they respond to and are informed by next generation technologies, user expectations, and patterns in learning, social interactions, and research collaboration.

Direction 8: Encourage staff to experiment with ,explore, and share innovative and creative applications of technology .

Direction 9: Configure our public spaces to improve student interactions with library staff, collections, services, and each other.

Goals and Directions (continued)

Goal II: Provide spaces, resources, and assistance for our users enabling them to create knowledge

Direction 10: Expand and improve our physical spaces, equipment, and online tools to aid in multimedia production.

Direction 11: Provide components of an institutional repository to support research collaboration and knowledge production and assess future needs and direction.

Infrastructure

Goal I: Ensure availability of excellent and diverse staff to effectively support patrons.

Direction 12: Develop staff training to address areas identified by staff and users as needing improvement.

Goal II: Increase external funding for libraries.

Direction 13: Identify and cultivate new donors.

Direction 14: Identify and pursue new grant opportunities.

Goal III: Collect and use data for decision-making, continuous improvement, and demonstration of effectiveness and efficiency.

Direction 15: Make Libraries data easier to gather and access for staff across the organization for decision-making, continuous improvement, and demonstration of effectiveness and efficiency.

Goal IV: Establish sustainable practices within the University Libraries.

Direction 16: UNLV Libraries should investigate all opportunities and available methods to “go green” and incorporate practices favorable to sustainability into daily operations.

DISCOVERY

- GOAL I** **Lead the campus in ensuring that faculty and students have the skills and abilities necessary to find the best information possible.**
- Direction 1** **Integrate the Libraries into campus educational initiatives, especially those emphasizing student success, universal learning outcomes, and curriculum improvement.**
- 1.1 Create and implement a framework for K-12 outreach that integrates the Libraries into campus retention efforts by measuring baseline IL skills of local high school students and using that data to design programs focusing on improvement of student skills.
 - 1.2 Create a written plan for libraries' activities to integrate IL and critical thinking skills into the curriculum.
 - 1.3 Institute a systematic method for improved feedback from faculty on impact of library instruction sessions.
 - 1.4 Establish selected service desks in the Libraries as campus Welcome Zones and provide accurate referrals in response to questions about campus services.
 - 1.5 Work with offices using campus tour guides on campus to improve level of information about the libraries that is provided to prospective students and parents.
 - 1.6 Work with campus partners to create an institute for faculty to develop high quality learning environments for classes that impact a large number of students.
- Direction 2** **Collaborate to educate faculty and others regarding ways to incorporate library collections and services into education experiences for students.**
- 2.1 Hold faculty focus groups to more systematically identify how faculty do/could use library resources and services in their courses and research.
 - 2.2 Initiate a professional development program for liaison librarians and other library staff in methods to integrate library instruction into the curriculum and to develop outreach strategies and plans for faculty, students and academic support services on campus.
 - 2.3 Create a plan to consistently promote electronic databases subscribed to by the Libraries.
 - 2.4 Investigate new forms of student research and recommend technologies and services to support content creation, dissemination, and storage.
 - 2.5 Develop partnerships that will help identify and prioritize content to digitize that supports K-12 and the UNLV curriculum. Develop and market digital collections containing these digital primary source materials.
 - 2.6 Create a variety of methods to integrate the Libraries into WebCampus.
 - 2.7 Investigate the viability of transitioning from a library-based electronic reserves service to the incorporation of all online course readings into the campus course management system.
- GOAL II** **Expand user awareness of library resources, services and staff expertise through promotion and technology.**
- Direction 3** **Ensure baseline knowledge of all libraries staff about the libraries' message and engage them in their role as ambassadors in order to expand user awareness of our resources, services, and staff.**
- 3.1 Investigate and promote tools and venues for libraries staff to engage in expanding user awareness (tools, e.g. Smart Cart; venues, e.g. campus events).
 - 3.2 Enhance staff awareness of collection management and use issues including a new collection management page on the staff Wiki.
 - 3.3 Increase staff awareness of new digital collections to ultimately support broader awareness of visibility for our digital collections.
 - 3.4 Agree on and clearly articulate the Libraries' "message" to all Libraries staff. ER staff collaborate with RED and/or User Services to develop content on how to communicate the message in daily work, and what being a library ambassador means. Offer the information to all staff in a variety of methods including workshops, online modules, etc.
 - 3.5 Create a web site to showcase finished multi-media projects developed in our new multi-media studio.
 - 3.6 Create a space on the website to recognize the winners of the Undergraduate Research Award and showcase their winning entries.
 - 3.7 Develop and offer workshops about special collections for library liaisons, reference, and other staff, to improve reference referrals, promote the use of special collections in course assignments and research, and increase the understanding of "discovery" issues and tools as they relate to special collections.
 - 3.8 Expand and systematize efforts to keep library staff up to date on changes in services being offered to students and faculty to ensure that the most current information is available.

- GOAL III** **Improve discoverability of physical and electronic resources in empowering users to be self-sufficient.**
- Direction 4** **Work toward an interface and system architecture that incorporates our resources, internal and external, and is informed by our knowledge of users preferred starting points.**
- 4.1 Prototype and pilot a content management system for a branch website. Assess results and determine whether to implement across the broader Libraries' website. If pilot is deemed successful, begin implementing a Content Management System for the Libraries website in order to provide staff with better ability to access and change content, enabling them more control over virtual spaces.
- 4.2 Transform manually created and updated, collection-specific resource lists into searchable web accessible database(s), and investigate automated means of updating and maintaining the currency of the data.
- 4.3 Directs to draft and charge an oversight committee tasked with the investigation and recommendation of a system(s) fostering increased, unified discovery of library collections.
- 4.4 Conduct usability on the Web OPAC and Encore to pinpoint users preferred starting points. Respond accordingly to the results.
- 4.5 Investigate porting over primary components of website/services so they are accessible on highest marketshare Smartphone devices.

ACCESS

- GOAL I** **Develop resources aligned with areas of research, curricular foci, and UNLV strengths.**
- Direction 5** **Develop ways that the Libraries can support the campus multi and interdisciplinary focus on sustainability.**
- 5.1 Fill a new faculty position for a liaison librarian to collaborate with the campus-wide Urban Sustainability Initiative staff and to coordinate the activities surrounding the new institutional repository.
- 5.2 Collaborate with faculty in relevant courses to incorporate library research assignments focusing on sustainability into the curriculum.
- 5.3 Highlight resources on sustainability.
- 5.4 Identify, acquire, make accessible and selectively digitize collections that document research and scholarship on the region's environment and sustainability.
- GOAL II** **Use multiple methods to ensure that needed/desired resources are available at time and point of need.**
- Direction 6** **Emphasize data collection and other evidence based approaches needed to assess efficiency and effectiveness of multiple modes and formats of access/ownership.**
- 6.1 Implement an electronic Resources Management module to provide more seamless collection data on electronic resources.
- 6.2 Assess the desirability and/or feasibility of acquiring enriched MARC records for book titles for specified vendors, such as Springer In order to provide improved access to these resources.
- 6.3 Test patron initiated, mediated purchasing of monographs.
- 6.4 Gather feedback from patrons, especially our regular users, to gain their perspective on efficiency and effectiveness of our access services.
- GOAL III** **Make the Libraries resources available in digital formats.**
- Direction 7** **Informed by our best practices, transform the Libraries unique collections into rich, accessible, digital objects.**
- 7.1 Investigate feasibility of increased production of digital collections.
- 7.2 Develop a plan with Special Collections for the ongoing digitization of photographs; investigate cost of outsourcing digitization.
- 7.3 Investigate with Flickr the possibility of joining the Flickr Commons. Develop a pilot collection for potential inclusion in Flickr's Digital Commons and monitor results.
- 7.4 Articulate and define BMS role in descriptive expertise for digital projects.

USE

- GOAL I** **Monitor and adapt physical and virtual spaces to ensure they respond to and are informed by next generation technologies, user expectations, and patterns in learning, social interactions, and research collaboration.**
- Direction 8** **Encourage staff to experiment with, explore, and share innovative and creative applications of technology.**
- 8.1 Develop applications/presentations on Microsoft Surface.
- 8.2 Adapt new web trends and technologies for digital collections. Develop local customizations to vendor products and explore opportunities to share with the broader library community.
- 8.3 Develop and implement a pilot project to explore the value and feasibility of distribution e-content (eBooks, digital audio books, such as those offered by OverDrive, Inc. or Amazon) directly to users via their personal digital devices or via digital devices that could be loaned to users by the libraries, e.g. the Kindle.
- 8.4 Evaluate virtualized applications as a delivery mechanism.
- 8.5 The Discovery Summit started a dialog about the problems we face in presenting our information in a useful way. Begin planning a "Summit, part II" to follow up in 1 year.
- 8.6 Explore e-commerce products to collect fees, donations and payments and present findings and/or recommendation for purchase.
- Direction 9** **Configure our public spaces to improve student interactions with library staff, collections, services, and each other.**
- 9.1 Investigate/implement technologies in group study rooms fostering group interaction and shared learning experience.
- 9.2 Collect data on the use of ESA to inform decision making on the most appropriate use(s) of the space.
- 9.3 Resume Space Planning Steering Committee's work on developing an overall approach for addressing Lied's space challenges. Collaborate with UNLV Planning and Construction Services to engage architectural consultants to develop a plan that will include detailed scope of work, construction, furniture and equipment needs, cost estimates, and timelines. Insure that the planning process includes reviewing existing challenges, opportunities, and ideas as well as gathering information from staff members.
- 9.4 Explore range of options available to provide expanded space for student collaboration.
- 9.5 Investigate the centralization of service delivery point(s) in Lied, recommend and implement necessary changes.
- 9.6 Improve signage and other tools to improve user self-sufficiency.
- 9.7 Investigate digital display options for marketing, wayfinding, exhibiting, etc.
- GOAL II** **Provide spaces, resources, and assistance for our users enabling them to create knowledge.**
- Direction 10** **Expand and improve our physical spaces, equipment, and online tools to aid in multimedia production.**
- 10.1 Develop or purchase multimedia production technologies and services to support content creation, dissemination, and storage of student research.
- 10.2 Develop "multimedia production how-to" tools and tutorials materials in web and print formats for staff and users.
- 10.3 Highlight the value of integrating Media Lab resources into assignments and research projects.
- 10.4 Hire a professional staff with technical expertise to fully capitalize on the Lab's resources and curricular and research potential.
- Direction 11** **Provide components of an institutional repository to support research collaboration and knowledge production and assess future needs and direction.**
- 11.1 Develop policies and procedures to support faculty use of Digital Commons software. Monitor progress of campus initiatives, proactively plan for the future repository/publishing needs, and pilot feasible projects to fulfill identified needs.
- 11.2 Charge a committee to implement and administer the BEPress Digital Commons software.
- 11.3 Hold a workshop for liaison librarians on what an institutional repository is and how it can be utilized by faculty in their various disciplines.
- 11.4 Offer a Hot Topics presentation to better inform library staff about the institutional repository and its benefits.
- 11.5 Lead the campus discussion of the open access movement as a valid medium for scholarly communication by organizing a seminar for faculty, bringing in outside experts as appropriate.
- 11.6 Explore and evaluate the feasibility of digitizing Music Library and Music Department resources such as performance recordings and/or programs, scores, etc. through the institutional repository.
- 11.7 Start conversations with liaisons to identify projects from their disciplines that would be ideal candidates for institutional repository.
- 11.8 Investigate recording more library talks and events and make them available online through the institutional repository.

INFRASTRUCTURE

- GOAL I** **Ensure availability of excellent and diverse staff to effectively support patrons.**
- Direction 12** **Develop staff training to address areas identified by staff and users as needing improvement.**
- 12.1 Support library faculty in the role of being scholars.
- 12.2 Provide basic cross training of staff to ensure a baseline knowledge of how other areas function for appropriate referrals to provide efficient utilization of staff as back-up as needed.
- 12.3 Ensure that student workers are trained with baseline skills and knowledge so that there is a minimum level of consistency across the libraries.
- 12.4 Create a library wide training strategy and training plan initiated by the Training Task Force.
- GOAL II** **Increase external funding for libraries.**
- Direction 13** **Identify and cultivate new donors.**
- 13.1 Promote digital collections and use them to attract new donors.
- 13.2 Implement a targeted outreach program to the local K-12 community.
- 13.3 Explore options for digital communication and implement most promising methods of digital communication to targeted donors and prospects.
- 13.4 ER staff develop and offer “Development 101” for interested staff to help them become more comfortable dealing with donors and identifying potential donors. The interactive session(s) will address general issues such as identification and cultivation of potential donors, as well as more specific issues, including what current Library donors expect and why they support us.
- 13.5 Implement a targeted outreach program for the local business community.
- Direction 14** **Identify and pursue new grant opportunities.**
- 14.1 Work with library staff, campus groups, regional partners, and national initiatives to identify potential grant funding opportunities for digitization projects.
- 14.2 Research grants and other funding opportunities to expand the Media Lab and Info Commons.
- 14.3 Explore and collaborate with other departments and external agencies and institutions appropriate grant opportunities that further UNLV Libraries’ priorities.
- GOAL III** **Collect and use data for decision-making, continuous improvement, and demonstration of effectiveness and efficiency.**
- Direction 15** **Make Libraries data easier to gather and access for staff across the organization for decision-making, continuous improvement, and demonstration of effectiveness and efficiency.**
- 15.1 Effectively display statistics about collections so that it is easy to understand by staff.
- 15.2 Extend uniform statistics approach beyond “use” statistics (e.g. create a uniform collections data form).
- 15.3 Share examples of use of data in library decision-making and its use for demonstrations of efficiency and improvement.
- 15.4 Market and expand the central assessment website to include data, a schedule for reporting data, the source of data elements (e.g. MilAcq, MilSer, III, Desk Tracker, and possibly III Reporter), and data extraction methods so that interested can see what is there and how to retrieve it for various time periods and both foreseen and unforeseen purposes.
- 15.5 Institute more informal assessment to gauge the pulse of student and faculty satisfaction and disseminate via the assessment Wiki.
- 15.6 Standardize definitions for data collection and display.
- GOAL IV** **Establish sustainable practices within the University Libraries.**
- Direction 16** **UNLV Libraries should investigate all opportunities and available methods to “go green” and incorporate practices favorable to sustainability into daily operations.**
- 16.1 Work with Campus Facilities to reduce Libraries carbon footprint. One example of an action item is reducing electrical consumption in LLB by coordinating the lighting management program with the overnight custodial crew schedule to ensure that areas are illuminated only when they are being cleaned and serviced.
- 16.2 Monitor power use and the libraries IT infrastructure to establish a baseline of consumption against which green efforts may be assessed. Automated, reduced power consumption settings for the public PCs during periods of inactivity is an example of an energy use action item that could be investigated by University Libraries.
- 16.3 Develop clear guidelines on “green” vs. “cost” for purchasing. This will inform potential action items such as the use of recycled paper for printing/photocopying and the purchase of energy efficient equipment.
- 16.4 Minimize resources consumed by printing. Action items include investigating the effect of increasing the cost per print/copy to our users, encouraging duplexing, and reviewing policies of printing resources that we purchase in PDF, receive as email, or that reside on the web and identifying a non-print storage solution for this material that is still accessible to users.