

# University Library Plan 2000-2004

The University of Tennessee, Knoxville Libraries

*"More than any other traditional asset, the library is the means by which American universities will transform themselves into something entirely new."*

William Plater, "Labyrinth of the Wide World"  
*Educom Review* 30:2 (1995)

THE UNIVERSITY LIBRARIES' RECENT history is marked by unprecedented change, driven largely by fundamental shifts in scholarly publishing and information technology. In the decade since the opening of the Hodges Library building, faculty and students have come to expect and even prefer accessing information online and having it delivered directly to their desktops. The Libraries' early World Wide Web presence has evolved into a multi-faceted service that is used as a primary information gateway by the university community. The Libraries' accomplishments during this remarkable decade can be found in Appendix A.

The pace of change will not abate. The Libraries embrace those changes that promise to improve the University and extend the benefits of higher education to a growing number of students, scholars, and researchers. Brian Hawkins predicts that:

The library of the future will be less a place where information is kept than a portal through which students and faculty will access the vast information resources of the world. This new library needs to bring together scholars and information resources without necessarily bringing either one to a physical building with a card catalog and books. The library of the future will be about access and knowledge-management, not about ownership.

## Message from the Dean of Libraries

The University Libraries enter the 21st Century, not with trepidation, but with the confidence that we can satisfy the information needs of our University community in a global context. Increasingly we find ourselves immersed in all facets of the learning/teaching experience. We continually seek to add extraordinary value to the learning process.

The University Libraries are committed to:

- Providing free and open access to users
- The use of technology to enable users access in a global context
- Providing the richest array of information possible
- Designing and refining innovative services to meet user needs
- Ensuring preservation of library materials regardless of format
- Remaining the premier research library in the State
- Ensuring expert and able faculty and staff
- Providing a satisfactory physical environment in all library locations
- Wise and responsible use of fiscal resources
- Aggressively seeking additional funding from all sources
- Seeking and maintaining appropriate partnerships
- Excellence

While it is not possible to foresee the future fully, we must plan for changes that are certain to come.

*Aubrey Mitchell*  
Interim Dean of Libraries

Our vision of the library collection is shifting to center on delivering information to the user rather than on gathering physical holdings. Scholarly communication patterns are changing. The relationship of faculty research and publishing to the market economy has become unstable.

The cost of the important information in scholarly journals has risen exponentially, necessitating wholesale cancellation of journal subscriptions in some libraries. New forms of scholarly publishing and new economic models may eventually arise from this crisis.

The University Libraries are committed to a future that is more digital, more interactive, more user-centered, and that meets more diverse information needs. The Libraries will continue to change, often in unexpected ways. In the coming years, the Libraries will focus on three primary areas: access and instruction services, managing traditional and emerging collections, and investing for the future.

This planning document is intended to provide a general framework of priorities that will guide the Libraries' activities over several years. The framework will require frequent revision since planning in an era of rapid and transformative change must allow for maximum flexibility. Major factors that will affect library programs in the near future are advancements in technology, funding levels for higher education, the skills of an expert and innovative staff, and emerging forms of scholarly publishing. Following are broadly stated goals for the next five years.

### **Make the Most Effective Use of Technology**

Technology enables an academic library to reach far beyond its traditional physical collection. We will take advantage of opportunities presented by technology, using its power to deepen and strengthen information access, regardless of the physical location of the user.

- Seek the best balance of old and new technology to provide information access
- Experiment with new methods of information delivery
- Evaluate emerging technologies for their potential to strengthen library services
- Maximize communication with library constituents to ensure that services are centered on users

### **Make a Rich Array of Information Available**

As a research library, our mission includes the collection and maintenance of as much information as possible for those who rely on the University Libraries. Information seekers are concerned with speedy and convenient access, whether it is provided physically or electronically. To meet the expectations of our users for resources and services, additional funds must be added to the Libraries' budget each year.

- Allocate funds for the University Libraries' information resources for both curricular and research needs, taking into account the varied nature of the disciplines we serve
- Place priority on supporting the University's areas of research strength as new funds become available
  - Extend information access to students enrolled through distance education sites around the state and the world
  - In collaboration with faculty and graduate students, identify and prioritize those library materials that are needed to support the University's goal of becoming a university of choice
  - Work with the national library community to preserve the "fair use" rights of educators and libraries to use copyrighted material

### **Prepare Users to Access Information Resources in a Global Context**

The Libraries serve as a guide to the scholars of today and tomorrow. Teaching our users to be lifelong information consumers is a high priority. Users must acquire the skills needed for efficient searching and careful evaluation of information in order to identify and access specific items from an increasingly complex array of information choices.

- Exploit new methods for delivering informal assistance and online help
- Explore the effectiveness of both computer-based tutorials and in-person teaching and make the best use of each method
- Lead the campus in defining information literacy, planning for effective instruction, and measuring instructional effectiveness
- Integrate information literacy learning into the library environment, allowing for a variety of learning styles

### **Design Services to Meet Specific Needs of Library Users**

The liaison activity of subject librarians is growing in importance. Their experience and expertise are essential for developing collections and services. It is through the liaison between subject librarians and academic departments that the differing information needs of diverse disciplines can be met. Undergraduates, graduate students, and faculty all tend to use the libraries in slightly different ways. Library surveys show that seasoned researchers place a higher priority on the collections and access to scholarly materials, while undergraduates place more value on direct assistance and instruction.

- Invest in services that provide for more individual, customized, and direct delivery of information
- Give faculty, students, and staff a greater level of control in initiating and monitoring their transactions with the Libraries without regard to their physical location
- Assess the special needs of graduate students and the Libraries' effectiveness in meeting them
- Promote existing services and develop new services whenever specialized needs can be identified
- Assess the effectiveness of the Libraries' collections and services

### **Conduct Research and Development to Provide Innovative Services**

The Libraries have invested in maintaining an infrastructure to keep pace with changing information delivery systems. The Libraries will use that infrastructure to support new methods of instruction and emerging areas of research.

- Make full use of emerging technologies for delivering audio, video, and graphics to the classrooms, labs, and desktops of a fully networked environment
- Develop a range of data services that includes accessible repositories of survey data sets, geographic data, and the supporting information services that allow researchers to make use of such data
- Integrate consultation with subject librarians, reference assistance, and library instruction into this new environment
- Seek and obtain grant funding to support investigation of innovative services

### **Preserve Both the Physical Collection and Access to Digital Formats**

Aware of the "slow fires" degrading the physical quality of and access to locally owned materials, the Libraries must devote some collection funds to preserve the investment made by the University. Collections are a legacy for future generations of students and scholars. While paper will remain a primary carrier of scholarly information, digital formats pose new challenges in the management of the Libraries' information resources.

- Invest in a systematic preservation program for paper-based materials

## **Mission**

The University Libraries are a major component of Tennessee's oldest land-grant and primary research university. The University Libraries participate in the teaching, research, and public service programs of the institution: by providing access to scholarly information; through the acquisition, organization, management, preservation, and arrangement of collections for access and use; through the provision of supportive reference and instruction services; and through a variety of cooperative and reciprocal programs in the area, state, region, nation, and the world.

As a collaborator in the process of teaching, research, and public service, the University Libraries provide leadership in the access and use of information. The Libraries also bring relevant issues to the attention of both the University and the scholarly community at large.

The University Libraries' faculty and staff play an important role in advancing research librarianship and improving access, management, and use of information.

- Work with the national library and archives community to determine the most viable ways to preserve information resources in all formats
- Define our stewardship responsibilities for materials that we do not own, especially the digital information that we lease
- Create a vision for managing and preserving materials that we acquire in digital formats

### Strengthen the Libraries as a Statewide Resource

As the major academic library in Tennessee, the Libraries serve as a primary information resource to the entire state. The University Libraries have ties with other academic libraries in Tennessee, both public and private. The Libraries understand that there is strength in collaboration.

- Play a major role in the development of the Tennessee Electronic Library (TEL)

- Digitize selected unique research collections and make them available via TEL
- Continue to strengthen the Information Alliance and derive direct benefits through IRIS and other projects with our Alliance partners (University of Kentucky and Vanderbilt University)
- Use the Tennessee Academic Library Collaborative (TALC) to develop joint services of mutual benefit
- Recognize the expertise of the Libraries' specialists as an asset for our state that enhances its economic development potential

### Capitalize on the Skills of the Libraries' Faculty and Staff

A new generation of library service is possible only through the efforts and vision of librarians and staff willing to experiment, take risks, and stay centered on the information needs of our

## Organizational Values

University Libraries' staff are committed to the following organizational values:

**Service.** The University Libraries foster and support teaching, learning and research by providing resources, access to knowledge, information, and ideas, and by providing assistance and instruction. Service is provided in an open, receptive, and courteous manner. Fundamental to this philosophy of service is a commitment to freedom of information and equity of access to information.

**Quality.** The University Libraries strive for excellence in programs and services. In delivering effective and timely services to users within financial constraints, the University Libraries use sound

management practices and a responsive organizational structure. We encourage and support the development of a knowledgeable, versatile, and skilled staff.

**Integrity.** The University Libraries are dedicated to creating an environment characterized by ethical behavior, accountability, and honesty. We are committed to the principles of academic freedom and open communication.

**Diversity.** The University Libraries value diversity in staff, users, and collections and work to provide a climate of openness, acceptance, and respect for individuals and points of view.

**Collaboration.** The University Libraries' staff perform interdependent activities within the library setting and within the academic community. We work collaboratively with each other, with our University colleagues, and with colleagues in other institutions in the U.S. and around the globe.

**Innovation and Risk.** The University Libraries identify and anticipate user needs and respond with appropriate resources and services. In reviewing needs, the University Libraries will take appropriate risks to provide the best responses.

users. The library faculty and staff are knowledgeable, energetic, and committed to the highest levels of service. The University and the Libraries must make a commitment to support faculty and staff fully at a time when their jobs are expanding and changing.

- Provide faculty and staff with technical tools that are current and updated regularly
- Provide professional and staff development programs and opportunities
- Use technology to make library expertise widely and easily available
- Foster innovative initiatives and ideas
- Seek appropriate compensation levels
- Determine optimal staffing levels and seek funding for them

### **Recognize the Importance of the Physical Environment**

The demands for space within the Libraries are changing as the nature of the Libraries changes. The digital revolution has not diminished the need for a substantial physical collection or a place for quiet study. To accommodate the way people work and study in the future, we will continually reassess our use of the physical space in the libraries.

- Reconfigure library service points as services change
- Develop a long-term strategy for housing the physical collection
- Strengthen the technical infrastructure to meet the demands of immensely increased electronic data traffic
- Prepare to deliver information to a more wireless, mobile, and distant user population
- Provide quiet places for research, reflection, and study

### **Invest in the Libraries**

A new generation of collections and services will require an infusion of new funding for the Libraries. For several years the University has provided no new funding for information resources. Central funding since 1997 for journal inflation costs has mitigated the need for devastating journal cancellations. This relatively flat purchasing power has not allowed the Libraries to take full advantage of emerging digital formats that provide faculty and students with the most convenient and cost-effective methods of access. Improved funding by the University and the State of Tennessee for the Libraries will have long-range implications for the campus and the State.

- Request additions to the Libraries' base budget to bring the Libraries into the top third of its peer group
- Continue to build the Libraries' endowments
- Seek grant funding to support special efforts that cannot be funded from the Libraries' base budget
- Aggressively pursue new funding opportunities while returning to the University the most value for its investment in the Libraries

THE ACCOMPLISHMENTS OF THE UNIVERSITY OF TENNESSEE Libraries over the last decade are substantial. Through innovative acquisition, organization, and delivery of information, the Libraries effectively provide information for our clientele, the students, faculty, and staff of the University of Tennessee, Knoxville.

The University Libraries seek to be a major asset to the University as it delivers the benefits of higher education to the people of the State of Tennessee.

## **APPENDIX A: Accomplishments 1990-1999**

### **Information Resources:**

- Improvement in the availability of electronic indexes, first as a network of CD-ROM files and more recently as Web-accessible indexes and full-text article databases
- Introduced a new era of document delivery with Library Express providing physical delivery and UnCover providing direct electronic and fax delivery of journal articles
- Proposed and lobbied for the Tennessee Electronic Library (TEL) funded by the State
- Continuing growth of the traditional collection to meet the expanding information needs of the campus, with particular emphasis on collections and services that support teaching and undergraduate education
- Geographic Information Systems (GIS) capability available in several locations

### **Special Collections:**

- Significant additions to the unique and rare collections of the Libraries: a large collection of manuscripts pertaining to modernist American writer Evelyn Scott, a collection of Alex Haley manuscripts, the public documents of senator William Emerson Brock III, and the papers of senator Howard Baker
- Continued regional emphasis and development as a repository for Tennessee political papers

### **Technology:**

- Created a substantial Web presence for the Libraries with multiple access points to a growing collection of electronic resources
- Implemented several generations of library systems: Geac 9000, Horizon, Geac Advance
- Technology fee support for improved public access equipment and network infrastructure
- Created a Welcome Center with self-paced orientation to the library
- Added adaptive technology

### **Reference and Instructional Services:**

- Created three subject groups with library expertise in the Sciences, Social Sciences, and Humanities to provide direct services and liaison to the major disciplinary areas of the University
- Organized instructional activities under an Instructional Coordinator to provide a strong and well-managed program of library instruction
- Developed a core of instruction and help available via the Web, including text-based materials, self-paced tutorials and streamed video tours
- Participation by subject librarians in each of the Knoxville campus APEC Focus Groups, integrating library collections and services with campus plans for strengthening discipline areas

## Partnerships:

- Created the Information Alliance with the University of Kentucky and later Vanderbilt University
- Launched IRIS, a collaborative project of the Information Alliance, to share resources
- Leaders in TennShare, an alliance of all types of Tennessee libraries
- Serve as the Tennessee affiliate of the Earth Sciences Information Center (ESIC)
- Provided practicum opportunities for graduate students, jointly with the School of Information Sciences
- Engaged in the revitalization of the Association of Southeastern Research Libraries (ASERL)
- Leader in the formation of the Tennessee Academic Library Collaborative (TALC) to foster joint activities of the publicly funded academic libraries in Tennessee
- Created a children's literature center in partnership with the School of Information Sciences and several academic departments
- Held on-going discussions with the faculty on topics related to changes in scholarly publishing in Electronic Academy sessions

## Grant Activity:

- *New Horizons*, computer-based staff training modules, were created with U.S. Dept. of Education funding (\$67,901)
- The Archives Project, funded by National Historical Publications and Records Commission (\$40,000)

- IRIS, funded by the Department of Education, to enhance resource sharing and interlibrary services (\$108,417)

- The Scholar's Workstation, funded by the Department of Education, to demonstrate the potential for virtual branch libraries for selected disciplines (\$222,105)

- Experimental digitizing of the Galston-Busoni collection, funded by the Commission on Preservation and Access (\$36,566)

- The monumental Tennessee Newspaper Project with continuing support from the National Endowment for the Humanities (\$47,000 in 1993; \$250,000 in 1995; \$130,000 in 1997; \$283,000 in 1998)

- Digitization of materials relating to the Cherokee, a joint project with the University of Georgia, recently funded by the Institute of Museum and Library Services (\$178,000)

- ITC/CUE Hewlett Innovative Teaching Fellowships for 1996-97 and 1998-99

## Staff Development:

- Since the library staff is one of the most valuable assets of the Libraries, instituted a systematic staff training program, primarily to develop technical skills

- Gradual improvements in library position levels and compensation through several library-wide job audits and a continuing process of position reviews

- Recognition of outstanding staff each year with awards for excellence in performance

- Assumption of a leadership role by the library faculty on campus, in the region, and within several professional associations, actively furthering the profession

## Fund Development:

In an era of flat or declining public support for higher education in Tennessee, the Libraries have turned to private donations as an important source of funding.

- Participated in two major fund-raising efforts: the Libraries' Tennessee Imperative and the University's 21st Century campaigns

- Growth of the Libraries' endowments from \$1.5 million to \$13.5 million in contributions and deferred gifts

## Facilities:

- Creation of a storage facility for materials in less immediate demand

- Completion of major renovations in the Music and Agriculture-Veterinary Medicine libraries

- Establishment of the Map Library as a branch

- Completion of repairs to Special Collections

- Addition of compact shelving to the Agriculture-Veterinary Medicine Library

- Rearrangement of service areas in the Hodges Library to meet changing user needs

- Creation of an Information Laboratory to provide a place for instruction in use of electronic information

The University of Tennessee, Knoxville Libraries  
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