

**University of Tennessee Libraries
Strategic Plan, FY 2008-09 to FY 2010-11**

Strategic Goals

1. Build and enhance collections to support UT's research and teaching mission, ensuring higher priority for digital collections

Priorities	Indicators of Success	Metrics
1.1 Protect and increase investment in digital content from both commercial and open access sources	<ul style="list-style-type: none"> a) 10% increase in number of e-books over 3 years b) 5% change of media collection to streaming video formats over 3 years c) Maintain access to same number of e-journals as in 2008 d) Continue joint funding (Office of Research & Libraries) for open access in support of faculty authors e) Plan/implement media (audiovisual) streaming infrastructure f) Increase open access sources, including digitized special collections 	<ul style="list-style-type: none"> a & c) Using annual ARL statistics, compare year-over-year change a) Negotiated licenses for e-book collections b) Number of streaming media items available and year-over-year change c) THEC performance goal d) Annual funding report e) Planning group began February 2009; report number of streamed items available and accessed f) Report growth in open access sources
1.2 Continue investment in collections, services, and scholarship unique to UT	<ul style="list-style-type: none"> a) Access to increased number of digitized items from special collections and campus resources b) Obtain \$25,000 (half) of shared funding from campus partners for Digital Repository infrastructure and staffing c) Streamline ETD process in partnership with the Graduate School d) Secure funding for digital repository; train faculty to self-archive materials; promote growth and use of repository 	<ul style="list-style-type: none"> a) Using annual ARL statistics, compare year-over-year change a) Compare annual use statistics over time b) Report funding; purchase software and infrastructure d) Money secured and repository purchased: number of repository items deposited and number of faculty participants
1.3 Review allocations based on university program priorities, and as feasible, restore funding for collections to adequately support faculty and student research, teaching, and learning	<ul style="list-style-type: none"> a) Receive \$500,000 recurring addition to collections budget b) Receive additional non-recurring or recurring funding c) Right size acquisition budget and complete programmatic review of fund allocations 	<ul style="list-style-type: none"> a-b) Annual budget a-b) ARL collection statistics and ARL ranking for collection expenditures c) Funds reallocated to high priority programs by June 2010
1.4 Provide leadership for development of UT System-wide collection and services; investigate additional system-wide e-resource purchases	<ul style="list-style-type: none"> a) Implement consortial purchases of high priority electronic resources b) Provide universal UT-system borrowing based on campus ID; implement UT-system ID validation 	<ul style="list-style-type: none"> a) Obtained system-wide license and funding support for Web of Science: March 2009 a) Completed negotiation and implementation of up to 7 core system-wide e-resources b) UT-system borrowing based on campus ID as of February 2009; ID validation in place in 2011

2. Provide dynamic physical and virtual spaces for research, learning, and collaboration

Priorities	Indicators of Success	Metrics
2.1 Minimize reductions to fall and spring semester service hours primarily by limiting cuts to summer and break periods	Schedules for building and service hours show reductions only for summer and break periods	Using annual ARL statistics, compare year-over-year change
2.2 Develop plans for improvements in Hodges physical spaces including first floor and Commons (Room 245 and Melrose entrance), and assess Hodges quiet study improvements	<ul style="list-style-type: none"> a) Report completed with involvement of stakeholders b) Identify specific funding opportunities c) \$300,000 provided for Hodges improvements d) Achieve 7.0 level of satisfaction with quiet study spaces on LibQual+ survey in 2009 e) Space in Hodges 245 is being used for intended purposes (i.e. media viewing, simulations, media projects, consulting) 	<ul style="list-style-type: none"> a-b) Report completed by December 2009 and funding opportunities identified c) Development reports d) User satisfaction survey e) Needs assessment survey report for Hodges 245 for students, faculty, and staff e) Annual report and evaluation of current space usage
2.3 Promote the library as a cultural and intellectual place through programming and displays	<ul style="list-style-type: none"> a) Programs demonstrate value through attendance b) Suspended programs reinstated as warranted 	<ul style="list-style-type: none"> a) Sponsors evaluate programs annually
2.4 Relocate Special Collections to Hodges Library until Hoskins Library spaces can be renovated	Relocation completed before Fall 2009	
2.5 Create a vision plan for Hoskins Library as a foundation for renovation fund-raising	<ul style="list-style-type: none"> a) Report completed with involvement of stakeholders b) Identify specific funding opportunities 	<ul style="list-style-type: none"> a) Vision plan completed: January 2009 b) Report annually on progress in funding
2.6 Relocate Music Library to temporary quarters and then to permanent location when new music building is completed	<ul style="list-style-type: none"> a) Music Library collections and services available in temporary location b) Plan to accommodate 75-100% of music book collection in Hodges c) Move music staff and score/media collections to the new music library d) Move music book collection to Hodges and Storage 	<ul style="list-style-type: none"> a) Temporary move completed in January 2010 b) Identification of number of music volumes for Hodges stacks by January 2011 b) Hodges stacks plan in place by June 2011 c) Move to new music building completed [summer-fall 2012] d) Music books moved [summer-fall 2012]
2.7 Reduce print collections, based on de-duplication, use, and format, to withdraw or store lesser-used materials. Redistribute Hodges stacks floor space for high-use print collections and increased user spaces.	<ul style="list-style-type: none"> a) Increase in user spaces in Hodges and branch libraries b) Evaluate print backfiles of JSTOR titles and other collections' titles with those held by CRL 	<ul style="list-style-type: none"> a) Annual report of changes in shelving b) JSTOR & other collection evaluations and withdrawals completed by June 2010

3. Maintain and improve technology for virtual access

Priorities	Indicators of Success	Metrics
3.1 Facilitate user access to Libraries' virtual and physical resources through technological infrastructure improvements (i.e., web services, catalog, digital library platforms, electronic resource management system [ERMS], online learning objects)	<ul style="list-style-type: none"> a) Implement Primo b) Upgrade DLXS and XTF annually c) Incorporate results of usability testing in development process d) Achieve high satisfaction rating, in student and faculty surveys, for library web site e) Identify and purchase an ERMS f) Commons web site redesign to integrate Commons virtual presence with physical presence 	<ul style="list-style-type: none"> a) Initial roll-out date for Primo: August 1, 2009 b) Number of digital items ingested and delivered c) Implement usability testing, summer-fall 2009 d) User satisfaction survey e) ERMS platform implemented in FY 2009-10 f) Student focus groups for Commons web site
3.2 Support changes in delivery options as technologies change (i.e., iPods and other mobile devices, social networking sites, new classroom delivery options)	<ul style="list-style-type: none"> a) Develop services for mobile devices b) Collaborate with ITC to discover appropriate student and faculty social networking venues c) Conduct or use period surveys, such as that of EDUCAUSE Center for Applied Research (ECAR), to identify campus user technologies that are appropriate for library presence 	<ul style="list-style-type: none"> a) Number of iPods purchased and available for use with library services/products b-c) Technologies identified and implementation reported annually
3.3 Secure permanent effective leadership for Library Technology Services	Set timeframe for external search and fill position or reallocate librarian as department head, Fall 2009	Position filled within time frame or reallocation implemented

4. Foster a spirit of teamwork that encourages mutual support, rewards initiative and learning, and focuses on user-centered service during a period of austerity and change.

Priorities	Indicators of Success	Metrics
4.1 Adapt individual job responsibilities, assignments, or schedules as needed to support the highest library priorities	<ul style="list-style-type: none"> a) Faculty, staff, and administrative evaluations acknowledge successful assumption of new roles, assignments, and schedules related to library goals and priorities. b) Annual reports reflect a library organization that demonstrates agility in deploying staff to areas in need of support 	<ul style="list-style-type: none"> a) Part of evaluation process b) Reports from user assessments
4.2 Create efficiencies and energy saving measures throughout the libraries	<ul style="list-style-type: none"> a) Track efficiencies accomplished b) Establish a library committee to evaluate energy conservation. Committee educates staff and users, makes recommendations, and implements projects 	<ul style="list-style-type: none"> a-b) Annual energy/efficiency report b) Green Initiatives Committee appointed spring 2009; number of green projects implemented

<p>4.3 Use assessment techniques to discern faculty /student priorities and satisfaction with services to benchmark progress developing relevant services</p>	<p>a) Develop a Libraries Assessment Plan for FY 2009 - 2011 b) Implement at least 3 assessment projects per year c) Benchmarks documented and trends identified for library planning</p>	<p>a) Plan completed by July 2009 b) Timely reports of each assessment project [within 3 months] c) User satisfaction survey d) Annual report of progress towards strategic goals and priorities</p>
<p>4.4 Promote opportunities for sharing information and interaction, both formally and informally, throughout the Libraries</p>	<p>a) Library Council meets monthly to advise Dean b) Broad participation in library staff meetings and open meetings with Administration scheduled on a regular basis c) Increased participation in committees, social and cultural events, training, advisory group. d) Enhanced participation in Library Spirit awards</p>	<p>Observed increases in participation</p>
<p>4.5 Restore support for faculty, staff, and administrative travel and leadership development important to the library and university when economic conditions improve</p>	<p>a) Return to annual travel allocation for tenured and tenure-track faculty b) Return to allocation for leadership training c) Return to allocation for staff travel to professional conferences and training</p>	<p>Annual report to library on travel funding</p>

5. Increase endowment funding and undesignated gifts

Priorities	Indicators of Success	Metrics
<p>5.1 Meet campaign goal</p>	<p>\$15,000,000 raised by December 31, 2011</p>	<p>Meet central development metrics to measure visits, travel, and solicitation goals; report progress</p>
<p>5.2 Identify new major gift prospects, steward annual donors, and increase annual funds</p>	<p>a) Hire a development officer for a two-year term b) Increased annual gifts c) Increased number of major gift prospects</p>	<p>a) Appointment: December 2008 b) Increased face-to-face visits and solicitations c) Increased prospects under management b-c) Report progress</p>
<p>5.3 Raise funds to support the priorities, initiatives, and strategic plan of the Libraries</p>	<p>Increased directed gifts that match stated priorities, initiatives, and strategic goals</p>	<p>Increased proposals delivered that request support for stated priorities, initiatives, and strategic goals; report progress</p>

6. Enhance the university's teaching and research mission through quality and innovative services and partnerships with academic departments, Office of Information Technology, Office of Research, the Graduate School, centers and institutes

Priorities	Indicators of Success	Metrics
6.1 Create new models of instruction to improve student learning	a) Extend library services by integrating web 2.0, other collaborative technologies, and mobile devices into library instruction and research assistance b) Create, new online interactive tutorials to provide on-demand library instruction that reaches a greater number of students c) Collaborate with teaching faculty to revitalize a suite of online and in-class library instruction services tailored to departmental curricular needs and undergraduate student learning styles	Instruction statistics Librarians annual summaries of activities Studio and Commons statistics User assessment
6.2 Refine and promote research consultation and virtual services	a) Increase the Libraries role as a partner in service learning programs b) Develop research services tailored to doctoral students c) Develop new models of service for off-campus students and faculty d) Increase collaboration of Special Collections and Archives with subject librarians to further integrate services and primary resources into teaching and learning activities.	Librarians annual summaries of activities Research consultation and reference statistics. Instruction statistics User assessment
6.3 Strengthen successful alliances (Baker Center, MARCO, SIS, ITC, Student Success Center, Tenn TLC, Chancellors Honors Program). Establish new partnerships with academic and administrative departments, centers, and institutes that would benefit most from library expertise and resources	a) Increase in library participation with existing partners b) Creation of new partnerships	Report annually on collaborative activities with other campus units. Librarians annual summaries of activities