

University of Tennessee Libraries Strategic Plan 2005-2008

Message from the Dean of Libraries

Mission Statement & Organizational Values

The Libraries serve as the intellectual, cultural and social center for the University and the Community. The mission of the University Libraries is to provide expertise, services, and resources to enable learning through inquiry, discovery, and exchange of information. The University Libraries is committed to providing a welcoming environment and values the diversity of its users and resources.

Introduction

UT Libraries is committed to performance on the campus of the University of Tennessee. With an ARL ranking of 45 out of 122 in 2004, the University of Tennessee Libraries excels over most academic libraries and strives to continually improve. Its goals and initiatives are tied to the overall University of Tennessee goals of excellent service for a diverse clientele.

Librarians and staff are committed to finding creative ways to provide information for the academic community, in person and through virtual interactions. No single format or collection can meet the needs of students and scholars who seek information from a global network of interconnected resources. The changing information landscape requires new solutions to make librarians' expertise easily available to a rapidly changing University. The Libraries depends on the skills and expertise of the people who devote themselves to the delivery of excellent services. Risk taking, innovation, and willingness to change is valued and rewarded.

INFORMATION SERVICES

Deliver user-centered services customized for the 21st century student, teacher, and scholar.

- Promote librarians' consulting roles.
- Strengthen subject liaison support for campus and academic department International and Intercultural Awareness Initiatives.
- Build collaborative projects between the Digital Library Center, subject librarians and campus scholars that focus on wide-ranging dissemination of unique scholarly and historical information.
- Define and implement the Libraries' role in providing support for researchers using statistical and geospatial data.
- Refine and advance virtual reference services.
- Promote the ethical use of information through an improved understanding of copyright, intellectual property and plagiarism issues.
- Lead campus support in the use of citation (or information) management systems.

USER EDUCATION

Emphasize our teaching role incorporating the latest concepts of information literacy and instructional technologies supporting the spirit of the university's goal of enhancing intercultural education.

- Continue to monitor progress in the development of the general education curriculum and determine where library presence may contribute most effectively to help students meet general education course requirements.
- Take a leadership role in promoting campus awareness of information literacy as a component of lifelong learning.
- Monitor changes in graduate and undergraduate curriculum in order to target specific courses in need of instructional liaison.
- Employ instructional methods for delivering library instruction to a changing audience.
- Deliver targeted instruction to specific groups via The Teaching Library@UT and other interactive instructional methods.
- Collaborate with appropriate campus groups such as the Innovative Technology Center, the Office of Information Technology, the School of Information Sciences, or the Student Success Center in support of the teaching and learning process.

COLLECTIONS

Build and preserve information resources vital to teaching and scholarly research. Expand and maintain archival and scholarly digital collections.

- Seek increased budget allocations to ensure continuing development of the in-depth collections needed to support world class research in all disciplines.
- Collaborate with other UT campuses, TBR, Information Alliance libraries and ASERL in planning and acquiring new information resources.
- Explore ways to build and access collections that take into account changes in the University structure and in the technological environment.
- Advance and continue to inform/educate the campus community about new developments in scholarly communication.
- Support SPARC and similar open access initiatives that contain the costs of scholarly communication while enhancing access to information.
- Solicit partners and projects from across campus to develop the Digital Library Center agenda.
- Continuing digitizing unique and local/regional heritage collections, with an emphasis on materials about Tennessee and the Smoky Mountain region.
- Preserve physical and virtual collections for future scholars.
- Strengthen the Libraries policies, procedures, and resources for conservation of materials in all formats.

ACCESS

Provide easy access and expand availability of electronic resources and delivery.

- Enhance customizable gateways such as Metasearch and the library catalog.
- Conduct usability studies and seek user opinion to assess the effectiveness of the Libraries' web presence.
- Expand and promote UT Scholars Archive institutional repository.
- Explore ways to make the online catalog record the primary tool for information discovery and retrieval; integrate non-MARC metadata into the catalog and the latest scholarly browsers.
- Experiment with a variety of approaches to mark-up and access (TEI, OAI, etc.) to facilitate Information discovery and retrieval.
- Focus on electronic delivery of services and collections directly to the researcher's workplace.
- Facilitate users' access through the web gateway to collections beyond those owned or leased by the Libraries.

- Provide needed materials from ASERL libraries via KUDZU whenever delivery is faster and more efficient than from other locations.
- Improve researchers' access and productivity through seamless unified document delivery service built on the ILLiad software and incorporating document delivery services to serve interlibrary loan, storage, Library Express, and Distance Education.

TECHNICAL INFRASTRUCTURE

Provide state-of-the-art technical infrastructure and tools in support of both user access and internal library processes.

- Plan for systematic replacement, upgrade and maintenance of equipment and infrastructure required to support the Libraries' collections and services.
- Provide access that is interactive, customizable, and meets the needs of a wide range of library clients.
- Implement Digitool as the digital management system for the Scholars Archive institutional repository.

DIVERSITY

Commit to the value of a broad approach to diversity that includes ethnic, cultural, religious, gender, and experiential differences.

- Promote resources and programming that support the Campus Quality Enhancement Plan, the University Action Plan and the University Diversity Plan.
- Continue to address diversity issues through the work of the Libraries' Diversity Committee.
- Continue to promote and support diversity awareness within the Libraries.
- Actively explore ways to diversify Libraries' faculty and staff.
- Continue developing partnership with the Makerere University in Uganda.
- Identify areas for cooperation under the Memorandum of Understanding with Kasetsart University, Bangkok, Thailand.
- Improve the UT collection of Afro Andino cultural resources and explore areas for information exchange in consultation with the library at Universidad Andina Simon Bolivar, Quito, Ecuador.

MANAGEMENT & HUMAN RESOURCES

Support resources and services through recruitment, hiring, retention and training of a diverse, qualified workforce.

- Evaluate services and make improvements based on the needs of the university community.
- Continuously seek staff and faculty participation in planning and problem solving.
- Foster an environment of innovation, experimentation, collaboration and open communication.
- Maintain a flexible organizational structure and management style.
- Encourage and reward performance and leadership that moves the library toward excellence. Recruit and retain the best and brightest people in a broadly diverse library work force.
- Prepare staff to adapt to changing needs, assume higher levels of responsibility, and achieve their potential.
- Celebrate the value of library services, especially staff contributions to excellence.
- Establish assessment measures that ensure performance accountability.

PUBLIC RELATIONS

Publicize collections and services, using the library mission to target messages to a variety of audiences.

- Highlight the value of the library as a cultural resource to the university, K-12 community and the general public.
- Promote and expand the Center for Children's and Young Adult Literature.
- Seek partnerships with museums to highlight historical and regional materials.
- Seek partnerships with a variety of local and state organizations to promote awareness of resources throughout the Knoxville community and state of Tennessee.
- Advance ORNL collaboration including greater access to its collections.
- Continue to develop partnerships with other units on campus to advance the University's mission.
- Systematically develop and publicize opportunities for donors to increase development funds and endowments.
- Make the Libraries highly visible on campus.
- Continue to build staff capacity for professional graphic design to improve the effectiveness of web pages, displays, and promotional materials.
- Work with ITC and OIT to improve the visibility of and access to library resources.

- Host lively programs and exhibits that enhance the cultural and intellectual life of the university (poetry and prose readings, lecture series, galleria exhibits, displays).

FACILITIES

Use the Library spaces effectively to house, preserve and provide access to a mix of information services.

- Create a warm and welcoming environment in library spaces.
- Establish regular maintenance program.
- Implement the Hodges Library Transformation plan to meet the research, teaching, and learning needs of the 21st century student and scholar.
- Improve environmental conditions in the Hoskins Library and continue to seek funding for a total renovation.
- Complete compact storage installation and plans for a remote storage facility.
- Continue to examine service points in the main and branch library buildings and reconfigure areas where technology has altered the need for traditional work and service spaces.
- Plan for future integration of services and collections from reference, documents, periodicals, and map collections.
- Begin planning for new Music Library within the proposed Performing Arts Center.

RESOURCE DEVELOPMENT

Attract funding from a wide variety of sources

- Seek grant funding for library programs.
- Increase faculty scholarship and research output.
- Promote programs that bring visibility to the Libraries.
- Request additional university support to the Libraries' base budget to bring the Libraries into the top twenty-five publicly funded academic libraries.
- Seek donor support for endowments, special efforts, and initiatives.