

A Vision for Our Users, A Vision for Ourselves

Strategic Plan of the J. Willard Marriott Library University of Utah

2011-2013

Introduction

For much of the 20th century research libraries were known and valued for their collections, and our defining role was to be “a repository of knowledge.” Although libraries continue to build and deliver a large collection of resources, we are now defined by the services we offer and our ability to make the work of our users more productive in all areas of teaching, learning and research. The 21st century research library has transformed from delivering services and collections based primarily on what they have in hand and on site to what they can get their hands on, and from what they can do alone to what they can make happen alone and collectively to the benefit of scholars everywhere. Libraries have become a connection point and major player on their campuses.

The 21st century Marriott Library reflects this profound shift in thinking about the role of libraries. It has become an agent of transformation, development, growth and opportunity. It is a center for innovation, an anchor for projects, and an instigator as well as incubator for collaborations that produce integrated, scalable, extensible, lasting, and powerful results. We supply access to high quality knowledge, coupled with high tech, high touch services that strive to remove the mystery from research and learning. We teach students to be “smart for life,” with a solid grounding in critical thinking that will serve them for their entire life experience of finding, utilizing, evaluating, and creating knowledge in their chosen careers and personal lives.

The J. Willard Marriott Library is committed to providing excellent services to the students, faculty, and staff of the University of Utah. We are core to the mission of the university and its goals. The mission we have adopted is *to inspire the creation, discovery and use of knowledge for Utah and the world*, which reflects the ambition to be a world-class service center that encourages and enables the success of all university and scholarly endeavors. More than ever we are integral to the process of knowledge generation, and as an intensively interdisciplinary center, we serve as knowledge commons for the university.

The university’s priorities inform all of our work. When President Young arrived these priorities were set: undergraduate experience; internationalization; interdisciplinary research and teaching; and technology transfer. The president has added diversity and community, as well as a new emphasis on providing a signature experience for our students. We will strive to stay aligned with university priorities and abreast of the evolving needs of the university and our users. Our three year plan will capitalize both on the renovation of the physical library and the reconceptualization of our services to realize the exciting future that these transformations have made possible. Our plan will also take us through the end of the capital campaign – an endeavor that is essential to achieving our goals. Finally, the plan reflects our aspirations both for our users and ourselves.

Vision for Our Users

Vision: The library exists to advance the research and educational mission of the university, with a primary focus on the many and diverse members of the community of the University of Utah. Our reach extends farther, however, offering resources to the larger community of citizens and scholars to foster research, service, and development of an informed citizenry. Users of the library expect the library to be easy to navigate, helpful at every turn, up-to-date with technology, have information at the ready, and have resources on hand that meet their needs. However, they also have an expectation that if we don't have something we can get it quickly. Those who can't wait may turn elsewhere. They rely less on us for discovery, but search the web without the understanding that not all things are findable through Google and not all things "googleable" will suit their purposes or are worthy of their time and attention. Their experience with library services - in the building and online - should produce a sense of satisfaction and time well spent.

At the same time the processes of creation and expression of our scientific, social, and humanistic inspirations are culminating in a vast corpus of stunning and even life-changing documents, films, recordings, Web sites, and other media, including software. Digital scholarship is advancing in all disciplines, but at uneven pace. Studies of how scholars behave and of disciplinary norms are revealing that their practices vary greatly, but with the peer reviewed article or book still being the gold standard, particularly for untenured researchers.

Since 2008, the National Institutes of Health (NIH) have mandated that researchers deposit their peer-reviewed, NIH-funded research articles in PubMed Central. The *Federal Research Public Access Act* was introduced in Congress to direct other federal agencies to require the deposit of articles in a certified repository. The National Science Foundation (NSF) is asking for stronger data management plans. These public investments are predicated on the idea that the sharing of research data and publishable, replicable results stimulates additional innovation and discoveries. Such an open system of knowledge demands an infrastructure that will endure well into the future.

We enable our faculty to achieve high levels of productivity and impact in their research and teaching by promoting and providing: easy access to technology and services; the information and knowledge resources they want, when they need them and in the form they want; and an open environment for scholarship and the exchange of ideas. Our students must experience a high level of academic engagement to be successful at the U and in their future careers. The Library imparts skills for life long learning, provides advanced technology services, and serves as a home for research, learning, group work, and socializing.

Strategic Directions

Strategic direction 1: Foster smart people and learning communities: First and foremost we want our users to feel smart when they interact with library services and the many knowledge resources we create and provide. Gone are the days when libraries were mysterious and closed – we aim to supply access to high quality knowledge, coupled with high tech, high touch services that remove the mystery from research and learning. We want our users to be "smart for life," with a solid grounding that will serve them for their entire life experience of finding, utilizing, evaluating, and creating knowledge, and in building communities of learning. This direction links strongly to the direction of elevating our position and impact on campus and the community.

Goals	Actions
Lead users to good information choices and enable users to be self-sufficient.	<ul style="list-style-type: none"> • Accelerate and expand our VITL initiative into more courses and programs • Examine effectiveness of online information tools
Provide an exceptional environment for student learning and engagement with knowledge	<ul style="list-style-type: none"> • Create more internships, scholarships, and assistantships • Provide memorable experiences with more student groups • Partner with Undergraduate Studies (UGS) and U Signature Experience • Offer a test-bed for student innovation in collaboration with the Innovation Scholars Program

Strategic direction 2: Accelerate innovation, research and discovery: Success in research, teaching and learning requires a powerful combination of good content derived from a broad and deep array of knowledge resources, the technology to discover and deliver the content, public policy advocacy, and activism to create greater access to research results, and strategies to capture and preserve the knowledge created and shared through formal and informal publishing channels. The Library can't possibly acquire and manage everything required – we need to work with partners, rely on extensive networks, and take advantage of commercial enterprises for tools and services that extend our capabilities. At the same time many libraries are bursting at the seams with print collections, and cooperative efforts at preserving print in a shared environment are starting to blossom. Given the strength of our collections and facilities, we need to be in the mix.

Goals	Actions
Drive the knowledge generation process on campus	<ul style="list-style-type: none"> • Build partnerships with faculty and be included in their grants • Earmark funds for the support of university grant applications, new faculty hires, new centers, institutes, and programs as well as open access initiatives
Shift to user driven, demand driven acquisitions with more targeted collection building and print on demand	<ul style="list-style-type: none"> • Communicate options to campus to allow for more purchase on demand • Work with publishers to increase the number of front list titles available on the EBM • Work with On Demand Books to improve their search interface
Embed services and resources in all user environments by delivering wherever and however desired	<ul style="list-style-type: none"> • Increase the library presence on mobile devices • Standardize digital content delivery services so that platforms are consistent • Research the effectiveness of “embedded librarian” programs
Provide infrastructure and processes for creating, disseminating and preserving all forms of knowledge	<ul style="list-style-type: none"> • Ask more and better questions about how our users perform their work • Create a data curation working group and

	<ul style="list-style-type: none"> begin a pilot program Take a leadership role in addressing preservation issues in the state and region
Influence and participate in local and national decisions, strategies and policies regarding access to information and related legal issues	<ul style="list-style-type: none"> Participate in creating an open access policy for the U Continue partnership with regional and national groups that target scholarly communication as an area of focus Continue linkages among activities related to scholarly communication, cyberinfrastructure and knowledge management Ensure the Libraries' presence on campus committees that make decisions about the purchase of information resources and tools
Analyze how the campus gets access to knowledge and manages its research-based intellectual assets	<ul style="list-style-type: none"> Investigate campus expenditures and funds for acquiring information resources outside of the libraries Where departments or other campus entities have licensed information resources for their own use, investigate the possibility of expanding them to campus wide licenses Re-examine what we fund for the entire campus without compensation Map out all the repositories on campus that contain research information and data

Strategic direction 3: Exploit the digital and networked environment:

Digital technologies have spurred new opportunities for community building, collaboration, sharing collections and information, and conducting our business. New avenues have opened up for faculty and students to do their work and to interact with each other. People and organizations which do not have a strong presence on the network are in danger of becoming invisible, out of the flow of work of researchers and students, and perhaps even irrelevant. At the same time technologies have emerged to facilitate rapid delivery of information both in print and digital form – witness the rise of e-books as well as print on demand. Users may choose a number of formats and work in a variety of environments.

Goals	Actions
Provide more resources and services electronically	<ul style="list-style-type: none"> Provide e-books, e-journals as primary content for users Work with publishers and other providers to improve the e-book experience
Develop strategies, priorities and procedures for building our digital collections	<ul style="list-style-type: none"> Digitize collections and share in many venues where the users go Work to ensure library collections are well placed in search results listings Preserve existing digital content Enhance outreach & user experience Bring together U press ebooks with other

	digital material to benefit both
Move university press books into the e-books network	<ul style="list-style-type: none"> • Digitize and process texts where needed • Place more books with online vendors to increase discoverability and sales • Influence the contractual arrangements in online publishing environment • Increase collaboration with other presses and libraries

A Vision for Ourselves

Vision: The Marriott Library is a source of inspiration for our users to achieve their diverse goals. This is not a passive role; rather, the library provides vision, leadership, strategies, and resources that enable our users' success. We want to be known for finding solutions to problems and to making things happen. We want to be first class in everything we do and support our staff in achieving success in their responsibilities. Knowledge is the ultimate equalizer and we will be the premier knowledge support service on campus. Our reach should extend to every community, every culture, and every corner of the globe. We will be at the forefront in providing innovative services and experimenting with new model, along with utilizing strong partnerships to accomplish or goals.

Strategic direction 4: Elevate our position and impact on campus and in the community: The library is the primary service hub for a rich suite of information services and knowledge resources. Our roles have changed and our impact on users is much deeper and broader than in the past. We should ensure that people are aware of all we offer and that our services and roles are recognized. We can be a model of others, given our strengths in collaboration and commitment to exemplary service. Moreover, we want to be integral and essential to a larger community of scholars, learners, and interested public who seek out our services, collections and expertise.

Goals	Actions
Deliver high powered solutions by being tightly integrated with campus programs	<ul style="list-style-type: none"> • Stay closely aligned with university initiatives • Spend more time with deans and faculty identifying their needs and how we can advance their goals • Harmonize approaches and policies with Eccles and Quinney to enhance the user experience with all three libraries • Showcase users research conducted with the library
Be a model and recognized for our work	<ul style="list-style-type: none"> • Communicate our work and results more widely in professional journals and conferences • Tell our story on campus in many venues and opportunities • Maintain an online library employee CV to document accomplishments, impact and influence
Offer more opportunities that engage the	<ul style="list-style-type: none"> • Hold meaningful lectures and workshops

campus as well as the larger community with important issues	<ul style="list-style-type: none"> • Sustain successful outreach programs
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Strategic direction 5: Plan for continual change: We are in a period of constant change that will continue to influence what we do and demand that we transform ourselves regularly. The Marriott Library is the primary and premiere resource for students and faculty in meeting their information needs, and increasingly their requirements for technology support coupled with content delivery. As such it must continue to stretch and expand its expertise and re-imagine its services in support of the users. Development of a strong and flexible organization that can adapt and change is essential. We will emphasize experimental approaches and look for transformational opportunities. Assessment will guide decisions and inform the implementation of pilot projects and experiments.

Goals	Actions
Stay strategic in our planning and actions and align with university priorities	<ul style="list-style-type: none"> • Continually scan the environment, share what we learn, keep up with changes • Assess the strategic plan at regular intervals • Devise a plan for meaningful data collection and analysis • Move away from information silos
Experiment and move faster	<ul style="list-style-type: none"> • Invigorate the innovation and program enrichment process and concept • Review decision processes and look for barriers to action • Seek and nurture strong partners who want to experiment in the same space

Strategic direction 6: Enhance the organization: Accomplishing our goals requires employees who are educated, focused, motivated, and rewarded for actions taken to move the organization forward.

Goals	Actions
Sustain a flexible organization with employees who are continually learning and stretching	<ul style="list-style-type: none"> • Re-establish a formalized librarian mentoring program • Create learning opportunities that address critical organizational needs and support effective performance and personal growth • Emphasize learning as a priority and a performance expectation
Attract, retain, and reward high performers	<ul style="list-style-type: none"> • Offer competitive starting salaries for local and national recruitments • Fix mid-level compaction in alignment with performance • Recognize high performance with meaningful rewards
Improve accountability measures	<ul style="list-style-type: none"> • Complete revision of the librarian Retention, Promotion, and Tenure guidelines • Continue to refine the performance

	management system <ul style="list-style-type: none"> • Incorporate information about outcomes related to contributions to councils, committees, and other groups in performance evaluations • Identify and resolve inequities in workload distribution • Define and clarify accountability measures for all levels and types of staff
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Enabling Strategies

Enabling strategy 1: Diversify and increase the financial base: Increasingly we have to go out and get it ourselves, not handed to us. Budget constraints, coupled with higher demands and high inflation on materials, place us in a competitive arena and we must be smarter about seeking funding and how it is allocated and used. The Library is expected to seek private funding to support our existing programs and to underpin new ones.

Goals	Actions
Meet the \$30 million goal of the Capital campaign	<ul style="list-style-type: none"> • Emphasize the Students First fund • Raise money for the University Press prizes • Step up public relations to our donors • Enhance the effectiveness of the Marriott Library Advisory Board
Generate more revenue	<ul style="list-style-type: none"> • Increase the activities and results of our business ventures
Obtain more grants for experimentation and projects	<ul style="list-style-type: none"> • Identify and leverage strategic opportunities and partnerships

Enabling strategy 2: Attend to sustainability and scalability: The Marriott Library launched a green initiative in 2009 and our work has become a model for the campus. Much work has been done to improve our recycling, use of paper, electricity, etc. We want to be sustainable in projects and services we launch as well. A similar, related issue is scalability. We can't be all things to all people, and we can't provide the same level of service to all of our users, such as giving instruction in person to all students in all classes. We have to find ways to extend our reach and influence with limited resources - and we wish to accomplish the same for the University.

Goals	Actions
Assess the success of the sustainability efforts	<ul style="list-style-type: none"> • Identify and begin collecting relevant data
Stay connected and active with campus sustainability initiatives	<ul style="list-style-type: none"> • Maintain involvement and look for opportunities to increase our impact and improve our results
Be a solution to scalability of campus services and leveraging scarce resources	<ul style="list-style-type: none"> • Examine where we can provide scalable services for the campus such as digital scholarship and research computing
Determine how to sustain programs where demand is growing	<ul style="list-style-type: none"> • Examine how online information can expand impact and improve scalability

	<ul style="list-style-type: none"> • Look for partners and additional funding to enable expansion
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Enabling strategy 3: Incorporate assessment and evaluation: Since 2007, the Marriott Library has placed a stronger focus on assessment and evaluation of programs and services. Assessment efforts will help us determine success in completing key actions noted throughout the plan, and will provide feasibility data for new programs and services. Evaluation points will provide touchstones throughout the three years of the plan to confirm we are staying on track to achieve our goals.

Goals	Actions
Determine achievement of goals outlined in the strategic plan	<ul style="list-style-type: none"> • Establish milestones to gauge progress
Use appropriate assessment methods for project evaluation	<ul style="list-style-type: none"> • Determine inputs needed to measure success and create appropriate measurement tools
Coordinate assessment efforts on campus	<ul style="list-style-type: none"> • Create a register of library-related campus assessment sources