

**University Libraries
Strategic Plan 2006-2009**

Approved by
University Libraries' Senior Leadership Team
December 1, 2006

Mission and Vision

Mission Statement:

The University of New Mexico Libraries is a dynamic leader in connecting customers to information, collections, and instruction anyplace, anytime, as well as providing and maintaining exceptional facilities for the evolving education, research and service needs of UNM and the wider community.

Vision Statement:

The University of New Mexico Libraries plans for and responds to the evolving information and research needs of UNM while serving as a resource for the diverse community. The University Libraries will focus on re-envisioning its virtual space and physical places, evaluating and further developing its electronic and print collections, strengthening its presence in the academic culture, and ensuring that its employees have the necessary skills and tools to serve the evolving needs of its customers. The Libraries will continually seek customer input, explore new sources of funding, and share successes with customers.

Executive Summary

The University Libraries is rapidly transforming from traditional physical spaces into a significant provider of both physical and virtual information, materials, and services. Library customers require new technological tools and flexible collaborative learning spaces. Rapid growth in electronic resources, changes in publishing trends, learning dynamics, and economic realities require a critical analysis of our collections and services. To facilitate this transformation, the University Libraries must develop and provide enhanced services and tools using the internet and newly emerging technologies. These changes will require continuous employee development and innovative staffing approaches.

The University Libraries' three-year Strategic Plan is designed both to facilitate its transformation and to integrate the Libraries more deeply into the overall mission and initiatives of UNM. The transformation will require an analysis of user behavior and expectations, national trends in publishing and technology, library use patterns, and library processes and procedures to ensure customer needs are being met. The Libraries will continue to expand and enhance partnerships with teaching, research, and technology providers on campus and in the community. Although the ways in which the Libraries provides services are changing, the need for those services remains. The University Libraries' primary role of supporting the teaching, learning and research needs of UNM continues to grow and becomes more complex.

The Goals:

- 1. Re-envision the University Libraries as a virtual space and revitalized physical places.**
The traditional library is rapidly transforming into a virtual space and customer-centered physical spaces that enhance flexible collaborative learning.
- 2. Evaluate and further develop customer-centered collections.**
Changes in publishing trends, learning dynamics, and economic realities require a critical analysis of electronic and print collections.
- 3. Integrate the University Libraries more deeply into the academic culture of UNM.**
UNM's mission and initiatives are paramount. The Libraries will promote proactive relationships with stakeholders to foster lifelong learning, stimulate scholarship, and promote engagement of the UNM community.
- 4. All University Libraries' employees are individually valued, understand how their role affects University Libraries' customers, and have the necessary tools and skills to succeed.**
Library employees are the primary connection with customers and are critical to the Libraries' success. The Libraries values initiative, fosters employee development through collaboration and positive working relationships, and encourages innovative staffing.

While not explicitly stated, each goal requires integration of the following components to ensure success:

- Robust *information technology* infrastructure and support.
- Financial support from UNM as well as the community through our *development* efforts.
- *Promotion and marketing* of our services and expertise to UNM and across the state of New Mexico.
- Continuous *evaluation* of our services, physical space and virtual space to meet customer needs.

Background

University Libraries created its first three-year Strategic Plan during the spring and summer of 2003. The plan was reviewed annually and updated to reflect the significant progress made on each of the seven original goals. The new plan builds on the progress made in the last three years.

Process

Nearly 200 UNM students, faculty, and staff participated in focus groups during the spring and summer of 2006. All University Libraries' faculty and staff were invited to either meet in focus groups or to share information directly with the facilitator. In addition, each unit within the University Libraries provided its projected goals to inform the process. The Strategic Planning Group – comprised of Senior Leadership Team members (SRTeam), Branch Directors, Coordinators, and Curators – met during an all-day facilitated meeting in mid-July to review all input provided and the previous three-year plan. SRTeam, Branch Directors and the Collection Coordinator met several times thereafter to further refine a set of goals. The Customer Services Committee (CSC) was consulted, and actively participated, during this process.

This Strategic Plan will undergo a yearly review and be updated as circumstances and opportunities require. An implementation plan will be created for each goal to ensure that progress is assessed against measurable outcomes. SRTeam members will be assigned to oversee the implementation of the plan, delegating objectives and monitoring progress as needed. The University Libraries' Annual Report, as in past years, will include a report on progress made for each of the Strategic Plan's goals.

Goals and Objectives

GOAL 1

Re-envision the University Libraries as a virtual space and revitalized physical places.

The traditional library is rapidly transforming into a virtual space and customer-centered physical spaces that enhance flexible collaborative learning.

Objective 1.1

Virtual Space: Broaden the Libraries' role as an electronic destination and a trusted source of reliable and valuable content and services for UNM students, faculty and staff.

- 1.1.1 Commit greater resources (money, time and employees) to expand and support our electronic infrastructure and web services.
- 1.1.2 Develop programs that continuously evaluate, develop, and manage electronic services to meet the changing needs and expectations of our customers.
- 1.1.3 Increase campus understanding of and participation in electronic scholarly communications, provide more electronic publishing options, and implement an electronic thesis and dissertation system.
- 1.1.4 Evaluate and develop reference, instruction, and other user services that best reach our customers at their preferred places and are customized for their preferred ways of working.
- 1.1.5 Provide leadership for a data preservation and storage system on campus based on the UNM IT Strategic plan.

Objective 1.2

Physical Place: Develop customer-centered physical spaces that provide flexible, functional, inviting, safe, technology-equipped space throughout the Libraries.

- 1.2.1 Plan and implement customer-centered spaces in all libraries based on the concept of a Research Plaza.
- 1.2.2 Complete and occupy the new Fine Arts and Design Library.
- 1.2.3 Investigate and implement an enhanced security system throughout all University Libraries' facilities.

GOAL 2

Evaluate and further develop customer-centered collections.

Changes in publishing trends, learning dynamics, and economic realities require a critical analysis of electronic and print collections.

Objective 2.1

The University Libraries will continuously evaluate, develop, and manage our physical and electronic collections with regard to academic disciplines, research programs, and UNM Areas of Marked Opportunity and Public Engagement.

- 2.1.1 Fully integrate electronic resources into collection development and management.
- 2.1.2 Prioritize and digitize unique collections.
- 2.1.3 Develop, fund and implement a just-in-time model for acquiring library resources.
- 2.1.4 Strengthen our research collections.

Objective 2.2

Maximize the use of existing space, materials, and employees to protect and preserve physical collections.

- 2.2.1 Revise and implement a physical collection management plan that will identify optimal use of space and effective access mechanisms.
- 2.2.2 Develop and implement a new preservation plan, especially for unique and valuable holdings of the University Libraries.
- 2.2.3 Evaluate and determine the University Libraries' Federal Depository status.

Objective 2.3

Continue to expand awareness of the University Libraries' collections as a valuable information resource, and highlight research collections and outreach programs.

- 2.3.1 Continue to implement a program that provides collection access to all NM Legislators.
- 2.3.2 Continue to establish partnerships with NM state cultural institutions and organizations that would benefit from access to the University Libraries' collections.
- 2.3.3 Develop and implement a program that provides collection access to Albuquerque, Bernalillo County, and New Mexico Tribal governments.
- 2.3.4 Expand University Libraries' collection access for K-12 teachers and students.

GOAL 3

Integrate the University Libraries more deeply into the academic culture of UNM.

UNM's mission and initiatives are paramount. The Libraries will promote proactive relationships with stakeholders to foster lifelong learning, stimulate scholarship, and promote engagement of the UNM community.

Objective 3.1

Ensure every UNM student graduates information literate.

- 3.1.1 Define and implement a model program for integrating information literacy into the curriculum of all UNM Colleges and Schools.
- 3.1.2 Participate in University-wide electronic interactive teaching and research initiatives.
- 3.1.3 Add an information literacy component to each Research Service Learning Program.

Objective 3.2

Support the efforts of UNM in student recruitment and retention.

- 3.2.1 Continue and expand outreach efforts such as the University Libraries' Satellite Outreach Program.
- 3.2.2 University Libraries' Research Programs will develop campus partnerships to recruit and retain students from diverse populations.
- 3.2.3 Form partnerships with organizations whose students come to UNM (examples include high schools, UNM branches, community colleges).
- 3.2.4 Develop and implement programs to reach transfer students and new graduate students.

Objective 3.3

Design and implement a liaison model to replace the current selector model to better serve and integrate teaching, learning and research.

- 3.3.1 Design an analytical process to query teaching and research faculty regularly to better understand their research and information needs.
- 3.3.2 Develop and implement faculty-centered services that are delivered to their workspace.
- 3.3.3 Educate liaisons on their responsibilities related to collection development, library services, and advocacy for faculty needs.

Objective 3.4

Promote scholarly conversations among students, faculty, staff, and the community.

- 3.4.1 Collaborate with other campus entities to sponsor open forums, panel discussions, and round tables that foster scholarly, cross-disciplinary conversations.

Objective 3.5

Prepare for the 2009 accreditation visit of the Higher Learning Commission, a commission of the NCA.

- 3.5.1 Meet NCA standards for libraries.
- 3.5.2 Participate in the self-evaluation of the core curriculum for NCA.

GOAL 4

All University Libraries' employees are individually valued, understand how their job affects University Libraries' customers, and have the necessary tools and skills to succeed.

Library employees are the primary connection with customers and critical to the Libraries' success. The Libraries value initiative, foster employee development through collaboration and positive working relationships, and encourage innovative staffing.

Objective 4.1

Customer Service Committee and other managers are charged with developing a plan to improve communication within the University Libraries.

- 4.1.1 Meet more frequently with employees, individually and as departments, to discuss news, concerns, and the status of the University Libraries.
- 4.1.2 Encourage productive venues for informal communication and networking.
- 4.1.3 Create and implement a standardized employee survey that is administered annually to measure communication effectiveness and capture employee concerns and their proposed solutions.

Objective 4.2

Develop and implement a comprehensive library-wide staffing plan to meet current and evolving business needs.

- 4.2.1 Define job role requirements for all University Libraries' positions, needed currently and in the future.

4.2.2 Develop and administer a comprehensive skills inventory that measures current skills and desired skills.

4.2.3 Match people, skills, career goals, and University Libraries' job requirements.

Objective 4.3

Provide employees with the tools required and educational opportunities needed to develop new skills and promote a culture of service.

4.3.1 Support career pathways and ladders based on business needs.

4.3.2 Develop and implement continuing education plans based on the tools and skills required to succeed in assigned job roles.

4.3.3 Evaluate and implement alternative work arrangements based on business needs.