

UNIVERSITY LIBRARIES

STRATEGIC PLAN

2003 - 2006

April 16, 2003

In the Fall Semester of 2002, the University Libraries of The University of Toledo began a process to craft a three-year strategic plan. The following document is the culmination of the work of the Strategic Planning Task Force and five sub-committees composed of University Libraries' faculty and staff members. The sub-committees each dealt with one major goal: Collections, Information Literacy, Organization/Staffing, Services and Public Relations, and Technology. The Task Force formulated the objectives for Funding and Development and Environment/Physical Space.

Important outcomes of this strategic plan will be:

- the assessment of University Libraries' services and programs,
- the integration of Academic Support and Media Services (ASMS) into the structure and function of University Libraries,
- the increased collaboration with the University community in planning and offering services and facilities that add value to student success, that contribute to the recruitment and retention of students, and that increase support of faculty research.

Drawing on the mission statements of the University and of University Libraries, elements of this strategic plan will help ensure that the Libraries build upon their long history of collaboration with the University community and continue to advance by maintaining a leadership role in information resources and services by the creative use of new techniques and technologies as they apply to both traditional library materials and services and to emerging electronic ones. University Libraries, through this strategic plan, will identify the information needs of the University and strive to provide relevant resources, materials, and services that enhance the University's commitment to educational excellence.

The plan will be shared with the University community through several venues and will be revisited and revised annually.

COLLECTIONS

Goal Statement

Develop collections that support the diverse teaching and research missions of the university, especially its role as a state-supported metropolitan research institution. This goal will include the ongoing assessment and preservation of collections.

Objectives

- Contract with OCLC for an analysis of the library's current collection. This analysis will include the monograph (book) collection, and will provide information concerning the number of volumes in each subject area and the age of the collection in each area. It will provide comparative data for our collection as judged against national standards and 4-5 peer institutions.

Participants: Collection Development Department, Automation Department, Cataloging/Database Maintenance Department

Time frame: July 1, 2003-December 30, 2003

Funding: Requires one-time expenditure of funds.

- Conduct a comprehensive use study of standing orders, including serials. This study will include all formats of these materials.

Participants: Serials Department, Automation Department, and Collection Development/Acquisitions

Time frame: July 1, 2003-December 30, 2004

Funding: May require one-time expenditure of funds.

- Assess the library's unique collections for relevance, growth potential, and relationship to current curricular and research needs of the university. These collections include: Maps, Government Documents, Special Collections, Children's Literature, Microform & Multi-Media, Pamphlets, and the Bowman-Oddy Reading Room.

Participants: Library faculty and staff from each of these departments with input from users of these collections. May need to contract with some outside consultants for assessment.

Time frame: Concurrent with the writing of a collection development plan

- Develop written collection development statements that reflect the curriculum needs and research interests of the university, particularly its role as a metropolitan research institution.

Participants: Collection Development Committee and library faculty selectors

Time frame: July 1, 2003-July 1, 2004

- Assess the library's facilities in terms of current preservation issues as well as plan for the collection's future needs.

Participants: Members of the Preservation Subcommittee of the Collection Development Committee and other library faculty and staff members with expertise in this area.

Concurrent with writing of a collection development plan

- Develop a preservation and disaster plan that encompasses all materials and formats.

Participants: Preservation Subcommittee of Collection Development Committee and other library faculty and staff members with expertise in this area.

Time frame: December 1, 2004-June 30, 2005

ENVIRONMENT/PHYSICAL SPACE

Goal Statement

Ensure that The University of Toledo has state-of-the-art library facilities to promote the learning and research activities of the University to fulfill its mission.

Objectives

- Develop a plan for the complete renovation or replacement of the current library facilities and identify funding.
 - HVAC, plumbing, furniture, lighting, carpet, shelving, and accessibility issues
- Create an environment that is attractive and conducive to successful use by both the public and library employees and accommodates both traditional print resources and changing electronic technologies.
- Develop plans for library facilities in the College of Engineering, College of Education, and Bowman-Oddy Laboratories.

Participants: University community

Time frame: Beginning immediately – ongoing

Funding: Requires capital funding and other resources

FUNDING AND DEVELOPMENT

Goal Statement

Seek adequate financial support to fulfill the mission of the University Libraries

Objectives

- With the assistance of the Office of Institutional Advancement, develop a comprehensive funding plan for strategic initiatives emphasizing new sources and stewardship activities.
- Expand current and seek new sources of funding to improve the quality of services to users.
- Develop outreach programs that build relationships with the Friends of the Library, alumni and other potential donors.
- Add the position of development officer to the Libraries' staff.

Participants: Dean of University Libraries, Office of Institutional Advancement, Grants Committee, other faculty and staff as appropriate

Time frame: Fall 2003 and ongoing

Funding: On-going operational and personnel funds

INFORMATION LITERACY

Goal Statement

Align with the Association of College and Research Libraries' national information literacy standards,¹ the Libraries will work to guide the university community to elaborate, embrace, and enact the goals of information literacy. Information literacy is defined in the Appendix of this document.

As a part of the University's student-centered curriculum, University Libraries' Information Literacy initiative will support the Libraries' commitment to promote learning and access through user education in information literacy. Multidisciplinary and client-centered, the Libraries' community-driven approach will facilitate student growth to afford them the full meaningful access to resources and the acquisition of skills needed for confident decision making and life long learning.

Objectives

- Lead the university community as it defines, embraces, and enacts the goals of information literacy

¹ Association of College and Research Libraries. "Information Literacy Competency Standards for Higher Education." (Chicago, IL: American Library Association, 2000), online, Internet, 5 November 2002. Available: <http://www.ala.org/acrl/ilcomstan.html>

Participants: Faculty, students and administrators
Time frame: July 2003 and ongoing
Funding: Requires ongoing expenditure of funds

- Create and identify opportunities for collaboration and staff development within the University community for teaching information literacy

Participants: Faculty, students and administrators
Time frame: July 2003 and ongoing
Funding: Requires ongoing expenditure of funds

- Develop relevant discipline-specific instructional modules for student learning

Participants: Instruction librarians and university faculty
Time frame: Begin August 1, 2003; ongoing
Funding: Requires new budget line for a coordinator

- Involve users in the design, implementation and assessment of the information literacy initiatives to ensure we are meeting the needs of the university community

Participants: Students, faculty and administrators
Time frame: Begin July 1, 2003; ongoing
Funding: Requires ongoing minor expenditure of funds.

- Promote information literacy through formal and informal user education programs and materials

Participants: all library personnel
Time frame: Begin July 1, 2003; ongoing
Funding: Requires new budget line

ORGANIZATION/STAFFING

Goal Statement

Develop an appropriate organizational structure that effectively supports the Libraries' mission and establish policies and programs that support, develop, attract, and retain Libraries' employees.

Objectives

- Improve workflow and communication in all departments
 - Create, review and update job descriptions for all faculty and staff as needed
 - Review the workflow and communication patterns of each department as needed

- Conduct an interdepartmental audit of workflow and communication patterns as needed
- Prepare written policies and procedures for each department
- Hold regularly scheduled meetings to ensure that all employees are informed of needed information
- Review flextime procedures for faculty and staff work schedules

Participants: Library faculty and staff from all departments

Time frame: Spring Semester 2003 - ongoing

Funding: No additional funding required

- Assess and revise the Libraries' organizational structure periodically to ensure that it remains effective and responsive to changes in the University Libraries and the University.
 - Review the organizational structure and revise it to reflect current and planned priorities
 - Formulate a plan to integrate Academic Support and Media Services into the Libraries' structure

Participants: Dean of University Libraries, library faculty, Coordinators with input from all employees

Time frame: Spring 2003 - ongoing

Funding: No additional funding required

- Support, develop, attract, and retain highly skilled and qualified librarians, staff, and student workers.
 - Develop a comprehensive personnel program
 - Establish staff and student worker reward incentive programs
 - Establish a mentoring program for newly hired staff and continue the faculty mentoring program
 - Support continuing education and professional development opportunities
 - Develop a training program for student workers
 - Develop methods to support and encourage active research agendas for faculty members.

Participants: Search committee members, Coordinators, Continuing Education Committee

Time frame: Fall Semester 2003 - ongoing

Funding: This will require ongoing funding through the Continuing Education budget and other sources

- Promote and build a workforce that recognizes individual differences and reflects an increasingly diverse population.
 - Continue to advertise position announcements in appropriate media to ensure the best chances of reaching diverse candidates

- Continue to work with the Office of Affirmative Action to ensure compliance with Federal and University affirmative action guidelines
- Form a Diversity Committee with faculty and staff members that will plan appropriate activities

Participants: Search committees, Diversity committee members

Time frame: Spring 2003 - ongoing

Funding: No additional funding is required over the costs of search committees for items 1 and 2. Annual funds may be required for Diversity Committee activities

- Develop and maintain an active assessment plan for the Libraries.
 - Develop goals and objectives for all departments
 - Develop appropriate assessment tools for selected activities
 - Revise procedures, policies, and services in response to assessment results

Participants: Coordinators with input from faculty and staff in each department.

Time frame: Fall Semester 2003 – ongoing

Funding: No additional funding is required

SERVICES AND PUBLIC RELATIONS

Goal Statement

Support the University Libraries' mission by continually assessing service needs of the University community, effectively developing service strategies to meet those needs, and to continually evaluate the quality and effectiveness of those services. To develop outreach and public relations programs to ensure that members of the University of Toledo community are aware of library resources and services that are available to assist them in their teaching, learning, and research.

Objectives

- Conduct an assessment of the library resource and service needs of the university community.
 - Develop appropriate needs assessment tools.
 - Evaluate what resources and services are needed.
 - Prioritize resource and service needs.

Participants: All Libraries' Personnel

Time frame: Fall Semester 2003 – ongoing

Funding: No additional funding required

- Develop effective service strategies to meet the library resource and service needs of the university community
 - Develop goals and objectives for services and programs.
 - Revise procedures, policies, and services to achieve goals and objectives.

Participants: All Libraries' Personnel
Time frame: Fall Semester 2003 – ongoing
Funding: No additional funding required

- Evaluate the quality and effectiveness of the service strategies.
 - Develop appropriate assessment tools for evaluating services and programs
 - Revise procedures, policies, and services in response to assessment results

Participants: All Libraries' Personnel
Time frame: To begin after the service strategies above have been implemented – ongoing
Funding: No additional funding required

- Develop public relations and outreach programs that will promote use of library resources and services.
 - Identify goals for the outreach programs
 - Develop implementation strategies and carry them out

Participants: All Libraries' Personnel
Time frame: Fall Semester 2003 – ongoing
Funding: Requires cost of materials

- Develop public relations programs that will promote awareness of library resources and services.
 - Identify appropriate methods of publicizing library resources and services.
 - Establish responsibility for disseminating information.

Participants: All Libraries' Personnel
Time frame: Fall Semester 2003 – ongoing
Funding: Requires ongoing allocation of funds

TECHNOLOGY

Goal Statement

To enhance learning, teaching and research activities of the University of Toledo community, the University Libraries will utilize technology to allow greater access to resources, services, and collections on campus and worldwide. The University Libraries will continually commit resources necessary to explore, incorporate and implement new technological practices.

Objectives

- Enhance the public computing environment by ensuring that the students, staff, and faculty have computer access to allow them to conduct their research and support their learning.

- Replace current public workstations at Carlson Library, the LRC, and Bowman-Oddy Reading Room with new computers to improve public computing.
- Replace the primary public printer at Carlson Library. Add printers to the reference area that operate similarly to ones in the open computer labs.
- Purchase and install five accessibility workstations at Carlson Library and the LRC to accommodate people with visual and physical disabilities.
- Purchase equipment to create wireless Internet access space throughout Carlson Library. Support students' use of space with informative instructional sources to use the wireless access points.

Participants: Automation Department, IISD Department, EIT (Educational and Information Technology), Center for Teaching and Learning
Time frame: July 2003 through December 2003
Funding: One-time funds to purchase equipment

- Enhance the faculty and staff computing environment to ensure that Library faculty and staff have sufficient computers and printers required to carry out their assigned tasks, teaching, and research.
 - Continue project to replace and upgrade all staff and faculty workstations.
 - Evaluate current computing needs for the new ASMS (Academic Support and Media Services) department and ensure that they have computer equipment sufficient for the graphically intense work that they are doing.
 - Continue project to replace old printers and establish departmental system printers.
 - Develop training opportunities and online tutorials for faculty and staff on computer issues.

Participants: Automation Department
Time frame: July 2003 - ongoing
Funding: One-time funds for hardware, software and furniture.

- Enhance the instructional computing environment by creating technologically advanced instructional facilities with both wireless access and projection devices to expand the number of concurrent classes that can be offered by the Library Faculty.
 - Continue work to develop Room CL2000 as an interactive laboratory.
 - Purchase additional wireless laptops.
 - Install a room partition system to allow for two sessions to be run simultaneously in the room while still allowing it to be used for larger gatherings.
 - Expand technological and instruction capabilities in other Carlson classrooms.
 - Purchase projection equipment, smart boards, printers, and new instructor PCs to allow for better use of these rooms for library instruction.

Participants: Automation Department, IISD

Time frame: July 2003 through June 2005

Funding: One-time funds to purchase new computers, equipment & furniture.

Requests have been made for OBOR funding.

- Enhance electronic access to services and resources
 - Expand interlibrary loan and document delivery mechanisms to improve service to campus.
 - Expand use of electronic reserves.
 - Design and promote digitized access to UT collections. Purchase equipment and software to provide electronic access to UT collections over the Internet.
 - Make continuous improvements to the design and function of the UTMOST library catalog.
 - Design projects to clean up and improve UTMOST database. Establish a schedule and mechanism to start working on cleaning up the UTMOST library catalog to more accurately reflect our holdings.
 - Redesign University Libraries website through the work of the Libraries' web committee.
 - Address accessibility issues related to electronic resources by ensuring that all students, faculty, and staff have access.

Participants: Automation, and all other departments in the University Libraries.

Time frame: July 2003 - ongoing

Funding: One-time funds for equipment (scanners, workstations, etc.)

APPENDIX

The University of Toledo Mission

The University of Toledo, a student-centered public metropolitan research university, integrates learning, discovery and engagement, enabling students to achieve their highest potential in an environment that embraces and celebrates human diversity, respect for individuals and freedom of expression. The University strives for excellence in its service to all constituents, and commits itself to the intellectual, cultural and economic development of our community, state, nation and the world.

University Libraries' Mission Statement

To fulfill our role in the University of Toledo's mission, the University Libraries promote the learning and research activities of the University through our collections and services including access to information resources worldwide. To facilitate the exchange of ideas, the Libraries also serve as the University's cultural and intellectual commons.

Information Literacy Definition

Information literacy is a set of abilities requiring individuals to "recognize when information is needed and have the ability to locate, evaluate, and use effectively the needed information." Information is available through libraries, community resources, special interest organizations, media, and the Internet--and increasingly, information comes to individuals in unfiltered formats, raising questions about its authenticity, validity, and reliability. In addition, information is available through multiple media, including graphical, aural, and textual, and these pose new challenges for individuals in evaluating and understanding it. The uncertain quality and expanding quantity of information pose large challenges for society. The sheer abundance of information will not in itself create a more informed citizenry without a complementary cluster of abilities necessary to use information effectively.

Information literacy forms the basis for lifelong learning. It is common to all disciplines, to all learning environments, and to all levels of education. It enables learners to master content and extend their investigations, become more self-directed, and assume greater control over their own learning. An information literate individual is able to:

- Determine the extent of information needed
- Access the needed information effectively and efficiently
- Evaluate information and its sources critically
- Incorporate selected information into one's knowledge base
- Use information effectively to accomplish a specific purpose
- Understand the economic, legal, and social issues surrounding the use of information, and access and use information ethically and legally