



## Strategic Plan: 2012-2017

### Vision:

The University Libraries is recognized nationally for its excellence in library service to the UMKC and Kansas City community as the entry point of discovery and creativity to UMKC students and faculty.

### Mission:

The University Libraries is an essential partner in empowering intellectual discovery, facilitating scholarship and creative activity, and preserving intellectual and cultural records.

### Values:

- We place our users' needs at the center.
- We value and respect the individual.
- We value working together.
- We value the creation and preservation of information.
- We value the power of sharing knowledge openly.

### Executive Summary

The UMKC University Libraries function in a dynamic environment responding to the learning and research needs of the UMKC students, faculty, staff, and users from the greater community. Changes in scholarly communication, learning environments, and technology coupled with recent trends in practical, collaborative learning and interdisciplinary scholarship demand an agile and responsive organization to meet the expectations of the academy. The faculty and staff of the University Libraries continually monitor trends in librarianship, publishing, and technology as well as library user expectations and needs here at UMKC. Surveys, usability studies and other user feedback have provided valuable information to guide our plans for improving our library facilities and technologies, expanding our physical and electronic collections, delivering services and instruction to library users regardless of where they are, and fostering a workplace where innovation, achievement, personal growth, and respect for others are celebrated.

## University Libraries Long-Term Goals—5 Year Plan (—2012-2017)

By 2017, the UMKC University Libraries, an essential partner in learning and research, will be a campus presence characterized by the following statements:

- A. **FACILITIES AND TECHNOLOGY:** The University Libraries' facilities on the Volker, Hospital Hill, and online campuses welcome library users and staff with comfortable, safe, inviting spaces and state-of-the art technologies to optimize learning, research, creativity, and collaboration.
- B. **COLLECTIONS:** The University Libraries strengthens the university's research, teaching, and learning activities by building and sustaining relevant physical and online collections and facilitating the discovery and access to needed materials
- C. **SERVICES:** The University Libraries enhances learning and research priorities of UMKC through services offered at the point of need and development of life-long information literacy skills.
- D. **WORK ENVIRONMENT:** The University Libraries engender a pleasant, collegial work environment where there are respectful interactions and employees feel valued as individuals and as team members. Employees are encouraged to think and act creatively and are recognized for making positive contributions.

## University Libraries Goals—5 Year Plan (—2012-2017)

Long Term Goal:

- A. **FACILITIES AND TECHNOLOGY:** The University Libraries' facilities on the Volker, Hospital Hill, and online campuses welcome library users and staff with comfortable, safe, inviting spaces and state-of-the art technologies to optimize learning, research, creativity, and collaboration.

*Objectives with Sample Operational Strategies:*

- 1. Seek funding and donations for capital projects, facility upgrades, technology, and creative works to enhance learning, scholarship and creativity in all library spaces.
  - o Continue fund-raising for MNL renovations and identify possible funding for improvements to Health Sciences and Dental Libraries.
- 2. Assess user satisfaction of the library facilities and technology and incorporate needs into plans as is feasible to enhance teaching, learning, research, scholarship, creativity, and the work environment.
  - o Open the new classroom addition. (2013)
  - o Renovate the 2<sup>nd</sup> and 3<sup>rd</sup> floors of MNL. (2013-2014)
    - i. Virtualize library servers (2013- )
    - ii. Load Special Collections/Marr collections into RooBot (2013-2014)
    - iii. Load Law Library materials into RooBot (2013)
  - o Participate in Music Library planning for Downtown Campus if it is approved or for relocation in MNL if not (2013- )
- 3. Ensure library facilities can safely and securely support expanded hours of service.
- 4. Develop, extend, and maintain the online presence of the libraries.
  - a. Implement responsive web design. (2013- )

- b. [Develop streaming technologies for digital collections in MoSpace \(2013- \)](#)
5. Establish and maintain effective means for two-way communications with library users about new and evolving library facilities and technology.

Long Term Goal:

- B. **COLLECTIONS:** The University Libraries strengthens the university's research, teaching, and learning activities by building and sustaining relevant physical and online collections and facilitating the discovery and access to needed materials.

*Objectives with Sample Operational Strategies:*

1. Assess and develop collections that align with the curriculum and research priorities of the university and that reflect the scholarship and creative work of UMKC students and faculty. [\(ongoing\)](#)
2. Expand resource sharing and collaborative collections initiatives with other libraries.
  - a. [Implement document delivery for Law Library materials \(2013-\)](#)
  - b. [Implement ILLiad for Law Library.](#)
3. Evolve towards primarily online collections.
  - a. [Continue to license electronic resources where possible. \(ongoing \)](#)
4. Ensure the long-term availability of both print and electronic collections, including university-created scholarship and special collections maintained in the MOspace digital library.
  - a. [Implement video preservation and online access \(2013- \)](#)
5. Expand discovery and access.
  - a. [Implement Sierra \(Innovative Interfaces system upgrade\) \(2013- \)](#)
6. Establish and maintain effective means for two-way communications with library users about library collections.

Long Term Goal:

- C. **SERVICES:** The University Libraries supports the learning and research priorities of UMKC through services offered at the point of need and developing life-long information literacy skills for the UMKC Community.

*Objectives with Sample Operational Strategies:*

1. Provide appropriate and effective information delivery models through on-going assessment, exploration and discovery.
2. Embed library resources in the academic and professional programs offered by UMKC.
3. Deliver library instruction when and how it is needed and empower students in the self-discovery process and evaluation of online resources.
  - a. [Develop information literacy course content and assessment for GenEd Discourse courses \(2013- \)](#)
  - b. [Develop information literacy content and assessment for the Honors Program \(2014-\)](#)
4. Provide library programming in conjunction with other University units or programs.
  - a. [Expand exhibits in Dean's Gallery and programs in iX Theatre.](#)
5. Monitor, assess, and evaluate new and existing technologies to ensure user-centered library services and communications.
6. Enhance support to faculty and researchers from pre-award proposal through publication.
  - a. [Expand assistance to faculty and researchers on mandated data management plans.](#)

- b. Publish student research in MoSpace for SEARCH and Honors programs.
  - c. Develop online faculty research profiles (2013-)
- 7. Establish and maintain effective means for two-way communications with library users about new and evolving library services.

Long Term Goal:

D. **WORK ENVIRONMENT:** The University Libraries engender a pleasant, collegial work environment where there are respectful interactions and employees feel valued as individuals and as team members. Employees are encouraged to think and act creatively and are recognized for making positive contributions.

*Objectives with Sample Operational Strategies:*

1. Encourage creative thinking, consider all new ideas without prejudice, and seek active engagement in library planning and assessment.
2. Acknowledge and demonstrate the value of all library employees and celebrate accomplishments, creativity and risk-taking.
3. Retain and recruit diverse and exemplary employees.
4. Encourage and invest in professional development for all library employees.
  - a. Create a team of staff and librarians to create a focused plan for staff and organizational development. (2013-)
5. Apply library resources appropriately to ensure the successful implementation and maintenance of innovative library services.
6. Establish and maintain effective means for regular, ongoing, and multi-directional internal communications.

## How the University Library Strategic Plan Advances the UMKC Strategic Plan

The University Libraries support the mission of the University and align the goals of the Libraries to those of the University.

### **UMKC vision statement**

*UMKC will become a model urban research university characterized by signature graduate and professional programs, a dynamic undergraduate population, a highly diverse faculty, staff and student body, and active engagement with its city and region.*

Like the University, the University Libraries envision being a model that is characterized by excellence in library service in support of the academic programs and as an entry point to the world of discovery and creative endeavor.

### **UMKC mission statement**

*UMKC's mission is to lead in life and health sciences; to deepen and expand strength in the visual and performing arts; to develop a professional workforce and collaborate in urban issues and education; and to create a vibrant learning and campus life experience.*

As an essential partner with UMKC's academic units, the University Libraries participate in creating a vibrant learning and campus life experience and in providing resources to stimulate learning and research in all areas.

## Sample Library Strategies for the UMKC Strategic Plan

UMKC Strategic Goals	UMKC Goal Strategies	Libraries: Facilities/Technology	Libraries: Collections	Libraries: Services	Libraries: Work Environment
Goal 1: Student Success	Develop Honors College			Participate on Honors College planning	
Goal 1: Student Success	Expand SEARCH / high impact student experiences		<ul style="list-style-type: none"> <li>• Add student research to MoSpace</li> <li>• Student exhibits and performances in the library</li> </ul>		
Goal 1: Student Success	Retention	Create learning and study spaces that meet student needs	Expand electronic resources in the collection	Expand library hours	Provide staff training for continual improvement in excellent customer service
Goal 1: Student Success	Expand E-Learning	Develop and enhance library's virtual space and Web site	Expand electronic resources in the collection	Develop online, self-paced library instruction modules	
Goal 1: Student Success	GenEd			Develop information literacy modules in conjunction with the new GenEd model	
Goal 2: Lead in Life and Health Sciences	Improve research administrative support services		Assist researchers in Federal mandates for open access publishing	Assist researchers in grant proposal preparation, compliance and data management plans.	

<b>UMKC Strategic Goals</b>	<b>UMKC Goal Strategies</b>	<b>Libraries: Facilities/Technology</b>	<b>Libraries: Collections</b>	<b>Libraries: Services</b>	<b>Libraries: Work Environment</b>
Goal 3: Advance Urban Engagement	Community access to UMKC's academic resources		Digitize Special Collections to make rare and unique materials available	Hold programs and mount exhibits in partnership with other academic units that are open to the community	
Goal 3: Advance Urban Engagement	Carnegie Community Engagement Classification			Ensure we meet the criteria of the classification scheme for outreach programs for the community (events and exhibits)	
Goal 4: Visual and Performing Arts	Downtown Campus	Music Library incorporation			
Goal 4: Visual and Performing Arts	Enhance student education by infusing the arts into campus life		Enhance access to the Marr Sound Archives and music portions of Special Collections	Exhibits and programming in the library	
Goal 5: Diversity	Provide diverse learning and life experience for students	Work with the Disabilities Office to ensure needs are met in library facilities.		<ul style="list-style-type: none"> <li>Library exhibits and programming, specifically the African-American Read-In and Social Justice Lecture Series.</li> <li>Participate in</li> </ul>	Recruit librarians and library staff with diverse backgrounds to serve students

UMKC Strategic Goals	UMKC Goal Strategies	Libraries: Facilities/Technology	Libraries: Collections	Libraries: Services	Libraries: Work Environment
				mentorship programs of underrepresented groups <ul style="list-style-type: none"> <li>• Orientation programs for international students</li> </ul>	
Goal 6: Research and Economic Development	Expand the research enterprise	Provide specialized technologies to support student learning to prepare them for the workforce.	Assist researchers in the dissemination of scholarship via open source publishing, including MoSpace	<ul style="list-style-type: none"> <li>• Assist researchers in grant proposal preparation, compliance and data management plans.</li> <li>• Implement faculty research profiles system.</li> </ul>	