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Research, Education, and Engagement: University of Central Florida Libraries, Strategic Plan 2015-2020

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Strategic Plan 2015-2020

EXECUTIVE SUMMARY

Academic libraries, like the institutions they support, are facing a landscape characterized by an accelerating rate of change, shrinking revenue streams, and a greater focus on educational outcomes. Libraries also are faced with meeting faculty needs related to new modes of scholarly communication and funding mandates, the imperative to demonstrate our value in support of the University's teaching and research missions, and a renewed focus on supporting goals and initiatives identified by the University.

For UCF Libraries Research, Education, and Engagement division (comprised of the Curriculum Materials Center, Information Literacy and Outreach, Research and Information Services, and the Office of Scholarly Communication), this environment imparts a sense of urgency as well as an opportunity to take a strategic and proactive stance in developing, offering, and marketing innovative library services that meet the needs of a large metropolitan research institution.

The goals and supporting strategies defined in this document support learning and scholarship in the 21st century by promoting a culture of innovation and collaboration, by optimally deploying scarce staff resources, and by using sustainable and scalable methods to meet student and faculty teaching and research needs at the University. Our strategic plan complements and supports the President's Five Goals, the Provost's Initiatives, the University and IT&R Strategic Plans, and other institutional priorities. To present library programming and services in ways that help University administrators understand the connection to their needs the strategic plan is written to the President's Five Goals.

Process

The creation of the strategic plan grew directly from a process that included a scan of University priorities,[1] planned library projects,[2] and professional literature[3] describing new roles and services that libraries from across the country are leading. Assessment results gathered from campus constituents were used to gain insight on users' needs and expectations and also shaped the strategic plan. These data points included the 2012 Graduate Student Survey, 2013 Data Management Survey, 2014 UCF-administered ITHAKA survey, LibQual surveys, comments expressed on social media, and faculty and student interviews and focus groups.

Following the scan, a workshop was held to get input from members of the division regarding what the library and its relation to the institution could look like at the end of five years. From there division members were invited to prioritize topics and suggest who from the library or campus should be involved. Results of the process were shared with library administrators and department heads for the purpose of receiving feedback, seeking collaborators, and moving forward on implementation of the strategic plan.

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[1] Including the University's Strategic Plan, the President's Five Goals, the Provost's Foundations of Excellence and New Faculty Cluster Initiative, and the new SACS QEP.

[2] With focus on librarian involvement and service continuation regarding the planned John C. Hitt Library renovation and construction of the automated retrieval service, implementation of the institutional repository, and possible UCF Downtown Campus.

[3] Including the 2015 Horizon Report, 2015 ACRL Academic Library Environmental Scan, ACRL Value of Academic Libraries, 2013 Ithaka S+R US Library Survey Report, Forbes' Top Issues Facing Higher Education in 2014, and Redefining the Academic Library: Managing the Migration to Digital Information Services.

Mission and Vision

The University of Central Florida Libraries mission states, "By providing information resources and services, facilities and technology, the University of Central Florida Libraries supports learning and teaching, research, creation of knowledge, intellectual growth, and enrichment of the academic experience." Research, Education, and Engagement works in close collaboration with other library units to support all aspects of the Libraries' mission, but the main responsibility and focus of the division is the delivery of services related to the teaching and research functions of the institution.

The John C. Hitt Library, the main campus library, was the first academic building constructed at the institution's founding and resides at the physical center of the main campus. As such, this iconic building is often thought of as the heart of the institution. The goal of Research, Education, and Engagement is to expand upon the building's geographic "centrality" by collaborating with academic faculty and pertinent campus units to develop and deliver responsive services and programs that facilitate discovery and knowledge creation, in turn elevating the impact of the University's research, teaching and learning activities, and through these efforts move from being a teaching and research support unit to a fully integrated academic partner.

Vetting Criteria

Suggested initiatives that further the goals of the division are vetted against the following criteria. To become part of the strategic plan the initiative must meet the following criteria or present plausible justification as to why it should be exempt. Vetting criteria include:

- Strategic; does the service help us meet our goals?
- Scalable; do we have the resources to eventually 'scale up' the service and offer it to the whole population of people that the initiative is supposed to address?
- Sustainable; do we have the resources to continue to offer this level of service over time?
- Systematic; do all people in the population have (or will have) equal access to the service?

Strategic Principles

SP 1: Automate the user experience, as warranted, by implementing strategic technologies that reflect the priorities of UCF while serving the broader scholarly community.
SP 2: Provide the best customer service possible and proactively monitor and respond to changing user behaviors and needs. Ensure that physical and virtual library spaces are designed to support student and faculty success.
SP 3: Cultivate strategic alliances across the University community by supporting campus collaborations that increase student learning and advance research conducted at the institution. (Priority entities include the College of Graduate Studies, the Faculty Center for Teaching and Learning, the Office of Research and Commercialization, the Center for Distributed Learning, the Office of Undergraduate Research, and Student Development and Enrollment Services.)
SP 4: Integrate Library services across all aspects and levels of the University's teaching and research missions by aligning new and existing services to the needs of University administrative units, academic faculty, and students.
SP 5: Demonstrate value by rebranding the Library as a powerful resource for the University community and increasing awareness of its services.

GOALS

President's Goal One: Offer the best undergraduate education available in Florida.

Supporting Goal 1.1: The instructional role of libraries is extensive and multi-faceted, and comprised of synchronous and asynchronous course-specific and topic-based instruction, workshops and programming, and interactions at service points. By 2020, we will build upon our robust instruction and research assistance programs and serve as a full partner with program faculty and relevant campus units for developing the habits of mind that enable critical thinking in an information-intensive environment to support student academic excellence and lifelong learning.

Supporting Strategies:
- Expand our role as partners in online and resident education by developing and delivering multiple forms of instructional support on a point of need basis, with judicious use of "high touch," staff-intensive modalities.
  - (RIS) Subject Librarians will work to improve the user experience by assisting with the creation or enhancement of online portals that will target particular student populations and lead them to library services, programs and resources that will support their success.
- Foster excellence in teaching and research assistance by providing more training opportunities for librarians, staff, adjuncts, and OPS workers to learn best practices and new approaches to instruction and research support.
- Work with program faculty to create assignments, promote use of online instruction options, and provide instruction aligned to curriculum at various points throughout the student's academic program.
  - (CMC) Improve undergraduate information literacy skills by assessing our instruction methods and incorporating more innovative teaching methods and techniques using technology.
  - (RIS) Subject Librarians will collaborate with ILO (Information Literacy Outreach), CDL (Center for Distributed Learning) and other departments to develop online tools (such as subject-oriented videos, Research Guides, etc.) to support research and instruction in their assigned academic programs.
- Participate in and become part of the campus solution in response to institutional initiatives (eg, SACS QEP, Foundations of Excellence, faculty cluster hires, student retention, etc.) by working with University administration, other campus units, and program faculty to include library services and resources.
  - (AD) Lead efforts and work with pertinent librarians, campus units, and FoE officers to:
    - (AD) Identify, develop and market library services for transfer students.
    - (ILO) Create a library portal for transfer students that would reside on the Transfer website.
    - (ILO) Compile and disseminate information about library services for others who support transfer students, including advisors, peer mentors, SARC, Writing Center, etc.
    - (AD) With Statistician, analyze library engagement data by transfer status and roll information into University student success initiatives.

- o (AD) Seek ways the library can support the new SACS Quality Enhancement Plan
  - ▪ Advocate for resources to support library involvement.
- o (AD) Lead efforts and work with pertinent librarians, instructional designers, and program faculty to adopt affordable alternatives to publisher textbooks, in turn reducing the cost of education and supporting student retention efforts:
  - ▪ (RIS) Identify textbook alternatives in the Integrated Business program.
  - ▪ (TA group) Study extant syllabi for items that can be substituted with library-owned materials.
  - ▪ (TA group) Pull together a web page of success stories; project student savings.
  - ▪ (AD) Conduct meetings with library interest group and active participants; maintain minutes.
  - ▪ (TA group) With IDs and librarians, advocate for more favorable contract with campus bookstore.
  - ▪ (TA group) In future, pursue Tech Fee funding to incentivize faculty participation.
- • Explore proven and emerging educational technologies that can be leveraged to enhance learning in all environments.
  - o (CMC) Increase the number of CMC-specific instructional videos and tutorials.

Supporting Goal 1.2: Library users expect resources and services to be intuitive, effective, affordable, and accessible. Physical and online access should be transparent to the end user, matched to their needs, and serve as a gateway to specialist expertise. By 2020, the library will be viewed as a vibrant learning hub that transcends the user's location and access method, exceeds user expectations, and works to lower the cost of education.

Supporting Strategies:
- • Identify needs and develop and package services and programs to general and targeted undergraduate populations (academic and demographic) to improve the user experience.
- • Identify gaps in visibility of library services and increase awareness by marketing library services, resources and spaces in ways that match users' communication channels and work styles.
  - o (AD) Facilitate the creation of a student and a faculty library brochure.
  - o (AD) Work with head of CMC, Education librarian and Art Specialist to create a brochure of library services and contributions to the CEDHP for incoming Dean and others.
- • Assess services for students and act on data to provide library resources and services that are more used, better attuned to user needs, and that strengthen the educational impact of library services for students at all levels.
  - o (RIS) RIS will continue to assess the experiences of clients of RIS services (such as Subject Librarian research consultations, Research Guides, etc.) via assessment feedback completed by the client and other means, to measure the effectiveness and value of these services and strive for their improvement.
  - o (AD) Lead library public services involvement in a Value of Libraries assessment project that involves data collection within the library; serve as liaison with Statistician

- - - Review library collection of public service engagement points and work to resolve issues.
    - Obtain student academic and demographic information from IKM.
    - With Statistician, analyze data to determine library services that most contribute to student success; analyze by transfer and STEM status and roll information into University student success initiatives.
- Develop guidelines and create an ongoing review system for videos, research guides, and social media outlets that are monitored, created, and /or maintained by the Libraries; implement existing library guidelines to create and maintain a dynamic, forward facing web presence for library services.
- Provide physical spaces that accommodate student study needs and maintain active and informative communication using a variety of channels throughout the library renovation project.

President's Goal Two: Achieve international prominence in key programs of graduate study and research.

Supporting Goal 2.1: The world of scholarly communication is rapidly changing and the products and dissemination venues of research are growing increasingly diverse. By virtue of its centralized location and commitment to serve all programs equally, the library is uniquely situated to provide services that support, make accessible, and promote University research. By 2020, we will increase the profile of the UCF faculty by providing services that help capture, promote, and disseminate UCF's scholarship to the global community.

Supporting Strategies:
- Provide guidance and lead efforts to make research more openly accessible and widely disseminated, with an emphasis on fostering international exposure to the work of UCF researchers.
    - (SC) Work with adjunct librarian to continue to develop a comprehensive faculty bibliography that may be used to populate the institutional repository and promote discovery of University scholarship.
        - Provide suggestions and contacts for collecting faculty CVs.
        - Review progress and address issues on an on-going basis.
- Coordinate efforts across the Libraries and provide more training opportunities for Subject Librarians to foster campus awareness of developments in scholarly communication.
    - (SC) Identify and develop internal and external training resources and opportunities for Subject Librarians
- Expand and promote services and tools that support the publishing and research needs of faculty, graduate students, and selected undergraduate student groups.
    - (SC) Explore opportunities to create a series of workshops for faculty and students beyond the currently offered "Publishing in the Academy" workshops.
    - (RIS) Subject Librarians will assist in marketing UCF's STARS IR (and other relevant programs) to faculty in order to enhance the impact of UCF-created knowledge and scholarship.
    - (CMC) Make a more focused effort to market our services and resources to graduate students.
- Be an active partner with key campus units in the development of infrastructure and services that support new types of scholarly communication and embed in library workflows and programming.

- o (SC) Work to cultivate strategic alliances across the campus community.
- Create and market a public-facing virtual and physical space identified with research and scholarly publishing services in the library.
  - o (SC) Transition third floor office suite to a public-facing research support center.
  - o (SC) Assess existing Scholarly Communication website and explore opportunities for expansion.

Supporting Goal 2.2: With the vital need to look at broad societal and geographic issues from a variety of disciplinary perspectives and the increasing emphasis on resource sharing, there is growing recognition that the future of research is collaborative and multidisciplinary. By 2020, we will be a responsive and innovative partner in providing services and resources that enable and support modes of inquiry across disciplines.
- Develop, examine and test new services and models which are guided by active dialogue with faculty and graduate students and based on assessment results and identified needs.
  - o (CMC) Initiate a review of the CMC resources and services that can be effectively used by graduate students. Review data collected by other library departments to determine if there are areas that the CMC can provide services and resources to graduate students.
  - o (AD) Participate with program faculty on proposals submitted for the Provost's cluster hires initiative.
- Expand specialized research consultations, including services such as GIS and data visualization, in collaboration with and support of other groups on campus.
- Advocate for and plan graduate student space and programming in the newly renovated John C. Hitt Library that support academic success and multidisciplinary and evolving research needs.
- Work to develop a flexible organizational structure that encourages collaboration across organizational boundaries to provide deeper support of multidisciplinary research.

President's Goal Three: Provide international focus to our curricula and research programs.

Supporting Goal 3.1:

Academic libraries have traditionally provided services and scholarly resources aligned to institutional priorities and user needs. With the deepening focus on the internationalization of higher education curricula and research programs, libraries are consequently challenged to partner with faculty to bring a global perspective to education and research at the University. By 2020, we will marshal subject expertise, collection building, and specialized resources to routinely and consistently deliver services that support UCF's global reach and internationally-focused education and research needs.

Supporting Strategies:
- Identify workflows and responsibilities in collaboration with other campus units to provide seamless faculty support that facilitates internationalizing curricular development and research programs.
- Enhance the discovery and use of international resources by employing Subject Librarian expertise to locate relevant library services and resources.
- Create individualized research guides and instruction in conjunction with course faculty to support courses with an international focus.

- (RIS) Subject Librarians will create specialized instruction strategies and online tools to support academic programs that have international or diversity issues.

President's Goal Four: Become more inclusive and diverse.

Supporting Goal 4.1: Core principles of academic libraries include access to information, intellectual freedom, and service to our users, and further affirm that "all libraries are forums for information and ideas…" (ALA Library Bill of Rights). By 2020, we will foster an environment of respect and inclusion for all members of the University by providing services, activities, and programming to welcome and acclimate students to the university community and that enhance the college experience.

Supporting Strategies:
- Provide thoughtful and relevant programming and events that represent the diverse viewpoints of the campus and surrounding community and that encourage open dialogue and understanding in a safe environment.
- Promote library services to and expand partnerships with various campus units and organizations to provide students access to a unified slate of academic support services.
  - (AD) Build upon the success of partnering with the Writing Center to offer student support in the library by expanding to include mentoring services provided by SARC.
  - (AD) Continue to monitor library presence on SDES KARS web site and work to establish firmer relationship.
- Work with campus partners and students to ensure that library services and spaces are accessible to all, by creating accessible web pages, research guides, and instructional materials, advocating for accessible library resources and spaces, and promoting open access to work created at the institution.

President's Goal Five: Be America's leading partnership university.

Supporting Goal 5.1: UCF anchors the central Florida region through active partnerships with aerospace, healthcare and entertainment industries, small businesses, and workforce development. As a publicly-funded institution with an active Government Information depository program and public-facing service points, research assistance is extended to University constituents and the surrounding community. By 2020, we will expand participation in partnership projects that extend and enrich the academic environment for the UCF and public community.

Supporting Strategies:
- Expand the library's reach through marketing and participation in campus-wide community engagement initiatives, including outreach to area schools, partnerships with state college and regional librarians, and participation in campus and community cultural and educational activities.
  - (CMC) Initiate the Books to Movie Summer Camp for 5th-8th graders as a University Libraries, UCF, School system outreach/partnership.
  - (CMC) Continue outreach programming efforts with local libraries and schools (Happy Hour workshops, Teen programming, etc.)
- Collaborate across the University to create a cohesive message that promotes our resources and user services to the University community and beyond.

- o (RIS) UCF Libraries is an ASERL Center of Excellence for resources created by the U.S. Energy Dept., the Atomic Energy Commission, the Nuclear Regulatory Commission and the National Aeronautics & Space Administration. The RIS Department will continue to build collections in these areas and market these resources to the community.
- Seek opportunities to collaborate with campus partners to support University-sponsored outreach to the community.
- Field community information needs through a variety of online and face to face service points.