

# The University of Iowa Libraries Strategic Plan 2004 – 2009

## Mission

The University of Iowa Libraries provides leadership in the creation, transmission, and preservation of knowledge to advance intellectual discovery and encourage life-long learning. The Libraries is an innovative participant in promoting the University's goals for teaching, learning, research, and creative activity, all conducted in a culturally diverse, humane, technologically advanced, and increasingly global environment.

## Values

The University of Iowa values education and is guided by seven interdependent commitments: Learning, Community, Diversity, Responsibility, Integrity, Respect and Excellence. As part of the University, the University Libraries embraces these commitments. In recognition of the Libraries' role within the University, we value:

**INTELLECTUAL FREEDOM.** The right of every individual to access and express ideas representing all points of view without restriction; privacy in the use of information services.

**DIVERSITY.** A welcoming environment that is respectful, supportive and responsive to the changing needs of an increasingly diverse community of library users.

**SERVICE.** User driven priorities; helpful assistance in a fair, non-discriminatory and courteous manner; outreach and cooperative programs to the people of Iowa and the broader scholarly community.

**LEARNING.** A comfortable and safe setting for free inquiry; welcoming facilities and systems that support research and scholarship; innovation in the use and application of library resources; promotion of and support for life-long learning.

**COLLECTIONS.** Free and open access to ideas across time and cultures by building, organizing and preserving distinctive collections in all formats to meet the needs of the University community.

**STAFF.** A diverse, supportive, respectful, and collegial work environment that values differences and nurtures individual talents through staff development and continuing education; organizational efficiency, flexibility, and accountability.

**COLLABORATION.** Partnerships within and outside the University that enrich the academic experience and advance the Libraries' mission.

## Aspirations

The University of Iowa Libraries aspires to be:

- A campus leader recognized for developing, organizing and delivering intellectual content to the academic community and for promoting a culture of learning through innovative and collaborative teaching, learning and research.
- A dynamic organization responsive to the distinctive needs of the academic community, that anticipates trends, facilitates needed change, and defends intellectual freedom.
- An organization that fosters mutual respect and acceptance of all members of the university community, and celebrates and honors diversity.
- The primary resource for authoritative scholarly information on campus, as well as the first point of access to an ever-expanding network of global information resources.
- A rich repository of collections and information resources provided and preserved for the University, the citizens of Iowa and the worldwide academic community.
- An inviting, open organization that fosters a professional, skilled and dedicated staff committed to providing superb and efficient service to our users.
- A safe and welcoming gathering place for reading and reflection, research, and the exploration and exchange of ideas.

## Services

Goal 1: Provide user-centered services; assure timely access to the information resources needed for learning, teaching, and research; and help users develop the information skills required for lifelong learning.

- a. Increase awareness and usage of the information services provided by the Libraries.
- b. Expand information literacy programs to provide more users with the intellectual tools and technological skills required to identify, use, and evaluate information sources.
- c. Develop and adapt services based on an understanding of the structure of disciplinary knowledge, the role of technology, and modes of learning.
- d. Provide users with easy and intuitive intellectual and physical access that meets appropriate standards and integrates physical and electronic information resources.
- e. Provide enhanced, cost-effective access to information through collaboration with other libraries and organizations at the state, regional, national and international levels.

Indicators:

1. Assessment of a sample of students from the user education program indicates that they are developing and retaining information literacy skills taught through the Libraries' user education program.
2. An assessment of user awareness and use of library services conducted within 6 years reflects a greater level of familiarity and satisfaction with library services, as compared with the user assessments conducted in 1998-2000.
3. Usage of new services, such as virtual reference, increases steadily over 6 years.
4. Calculate savings achieved and improvements in access gained through consortial arrangements.

## Collections

Goal 2: Build, organize, and maintain collections that meet the current and future teaching and research needs of all of the University's programs and that contribute to the discovery, dissemination, and preservation of knowledge, as well as economic development.

- a. Develop, acquire and manage distinctive collections that reflect the priorities of academic programs, as well as diverse perspectives and historical strengths.
- b. Establish a digital initiatives program.
- c. Preserve the record of human knowledge in all formats as represented in the Libraries' collections.

Indicators:

1. The Libraries ranks within the top 10 public Association of Research Libraries institutions with respect to materials expenditure.
2. By 2009, the Libraries has established a coordinated, sustainable operation for creating and supporting digital initiatives, with a steady growth in projects and initiatives used for teaching and research.
3. By 2009, the Libraries has increased the preservation of materials by at least 5% over the 2004 level.

## Diversity

Goal 3: Promote excellence in the Libraries' service, staff, and environment by fostering a commitment to diversity broadly defined, with a particular emphasis on increasing the diversity from among historically underrepresented groups.

- a. Increase the diversity of the library staff and student workforce.
- b. Initiate, develop and maintain processes and organizational structures which encourage the recruitment, hiring, and retention of people from historically underrepresented groups.
- c. Ensure the education of staff toward an understanding of diverse cultures and individual differences.
- d. Model a dynamic, diverse workforce to the student body and the larger community in order to provide daily examples of effective, respectful and welcoming interactions.

Indicators:

1. The Libraries has increased its total P&S staff from minority groups by 3 or more members (as compared to 2004).
2. The Libraries has increased its total P&S staff from historically underrepresented groups by 2 or more members (as compared to 2004).
3. The Libraries has increased the number of student employees from minority groups by 40% (as compared to 2004).
4. The Libraries has established a Diversity Committee which has established goals and made significant progress toward achieving them.
5. All P&S and Merit staff position descriptions and annual performance evaluation processes include expectations related to achieving the Libraries' Diversity goal.

6. All P&S staff vacancy announcements include required qualifications related to achieving the Libraries' Diversity goal.
7. The Libraries reflects a dynamic, multicultural environment in public areas potentially including a multicultural bulletin board, posters, exhibitions, multi-lingual signage and/or paintings or murals.

## Staff

Goal 4: Actively recruit, develop, and retain a diverse, well-qualified staff, whose work reflects a balanced commitment to the distinctive values of librarianship and to furthering those values in a rapidly evolving information environment.

- a. Adopt an organizational structure that meets the needs of a changing institution and that promotes more effective horizontal and vertical communication among all levels of the library staff.
- b. Create a welcoming and inclusive environment where all staff members can successfully contribute their strengths, skills, and specialized knowledge to the work of the Libraries.
- c. Encourage the open expression of viewpoints essential for innovative solutions, while building consensus in response to challenges.
- d. Provide a wide range of development opportunities for all staff.

Indicators:

1. Survey of staff in 2007 reveals measurable improvement in the Libraries' organizational environment with respect to issues identified during the 2003-04 planning process.
2. Increased percentage of staff attending an increased number of training and development sessions.

## Environment

Goal 5: Provide an attractive, comfortable, and flexible environment for study, research, work, and creative/intellectual exchange, as well as for access to and preservation of the collections.

- a. Plan and build a remote storage facility to provide high-quality, environmentally sound space for all types of library materials.
- b. Make changes in Libraries' facilities required for the organizational structure.
- c. Develop a plan with the University to address the space consultant's recommendations regarding the Hardin Library for the Health Sciences and the Main Library.

Indicators:

1. Off-site storage facility for lesser-used library materials has been built or is under construction.
2. The quality of the physical facilities in the Hardin Library for the Health Sciences has measurably improved over the user assessments conducted in 1998-2000.
3. Renovation of the Main Library has been approved by the Regents.

## Scholarly Communication & Technical Infrastructure

Goal 6: Collaborate to promote and implement economically sustainable models of scholarly communication and technical infrastructures that foster rapid sharing of scholarship and creative activity.

- a. Assert the control of the university community and its individual members over the intellectual property created under its auspices.
- b. Take a leadership role on campus and beyond in seeking to transform the system of scholarly communication.
- c. Encourage faculty, as well as academic administrators, to support viable alternatives to the current system and to undertake specific initiatives to effect change.
- d. Work with Information Technology Services and selected faculty members to explore the potential of a campus-wide institutional repository and the appropriate technologies, policies and responsibilities necessary to implement it.

Indicators:

1. More faculty members are publishing with or are editors of alternative models of scholarly publishing that offer outstanding scholarship at affordable prices.
2. Libraries staff have participated in at least 5 meetings each year with faculty groups regarding issues and possible solutions to the problems of scholarly publication.

## Engagement

Goal 7: Provide leadership in the collection, organization, and dissemination of creative and scholarly information in the State of Iowa.

- a. Take a leadership role in initiatives that serve the citizens of Iowa, e.g., consulting and training for libraries in Iowa upon request.
- b. Partner with Iowa libraries and other organizations in programs, services, and resource sharing that benefit Iowans.
- c. Broaden awareness of the Libraries and the services it provides to people throughout the state.
- d. Support the University's efforts to promote economic development in the State.

Indicator:

1. Assessment of satisfaction and usage levels among Iowa users of outreach services, such as interlibrary loan.

*revised 3/04; 7/05*