

THE UNIVERSITY OF  
**ALABAMA**<sup>®</sup>

University Libraries

**Strategic Plan  
2017-2020**

# The University of Alabama Strategic Pillars

To provide a premier undergraduate and graduate education that offers a global perspective and is characterized by outstanding teaching, high-quality scholarship and distinctive curricular and co-curricular programs.

To increase the University's productivity and innovation in research, scholarship and creative activities that impact socio-economic development.

To enrich the learning and work environment by providing an accepting, inclusive community that attracts and supports a diverse faculty, staff and student body.

To provide opportunities and resources that facilitate work-life balance and enhance the recruitment and retention of outstanding faculty and staff.

## University Libraries

### Mission

The University of Alabama Libraries are essential in advancing the educational mission of the University. We provide innovative instruction, services, and resources to facilitate teaching, research, and learning. The University of Alabama Libraries are committed to be student-centered and research-focused in order to support discovery, learning, and creativity at the Capstone.

### Vision

We envision a future in which faculty and students have in-depth awareness of the resources available, skills to evaluate them, and a desire to pursue life-long learning.

### We value

- Providing excellent services and learning experiences for all members of the University community while promoting collaboration.
- Openness to diverse voices and perspectives for exchanging information and ideas.
- Access to comprehensive scholarly information resources that support campus curricula and contribute to the impact of the research lifecycle.
- Assessment and continuous improvement of our practices with a culture of accountability.
- Training and technology that support innovation and entrepreneurship.

# SWOT Analysis for University Libraries Strategic Planning August 2016

During the spring and summer 2016, the Strategic Planning Task Force for the University Libraries conducted a SWOT analysis based on a survey sent to the University community and an environmental scan. The survey consisted of four open-ended questions designed to elicit feedback on the strengths, weaknesses, opportunities, and threats to the University Libraries. We received 841 completed responses with undergraduates comprising the highest rate (41%), faculty (15%), graduate students (13%), staff (9%) and alumni (7%). Faculty who identified with the library equaled 4% while library staff equaled 3%. The environmental scan explored roles for librarians, spaces, instruction, 21st century services, diversity and inclusion, research, and recruitment initiatives.

After extensive analysis of significant data collected from the survey and the environmental scan, the Task Force identified the following strengths, weaknesses, opportunities, and threats for the University Libraries. Respondents spoke positively about University Libraries collections in response to all questions, noting the growing collection of digital resources, as well as its unique print holdings and special collections. Although there was praise for quiet and collaborative spaces in some areas, there was also significant frustration expressed about spaces perceived as outdated, crowded, and not conducive for a productive work environment.

Respondents also noted the need for more instruction on use and awareness of current collections and services, particularly for upper division and graduate courses. Research, instructional services, and technology offerings were seen as opportunities to both anticipate and respond to a changing scholarly communication landscape. Respondents encouraged the University Libraries to evaluate our use and footprint of print collections and consider reallocating space for both quiet study, graduate research, and for areas that promote innovation and collaborative work.

There were some concerns about placing materials in compact shelving or moving collections to the Annex because of a perceived lack of access. Some survey respondents expressed dismay about the “disappearance of the print book” in general. A larger perceived threat is that many respondents to the survey do not know or understand what we currently have in the collections or what we offer for services. Additional themes identified in the survey and in the discussions of the Strategic Planning TaskForce are outlined below.

# SWOT Analysis for University Libraries Strategic Planning August 2016

## Strengths

- Helpful and knowledgeable staff, technology offerings, and research and instructional services.
- Perception that University Libraries are interested in, and generally doing a good job of, meeting user needs.
- Extended hours and space for quiet and collaborative study in some locations.
- Prompt Interlibrary Loan access to materials not held by the University Libraries.
- Access to and instructional support for computers, software, and digital media equipment, as well as the computer availability app.

## Weaknesses

- Lack of electrical outlets, group study rooms, and enforcement of noise policies.
- Misperceptions about collections and services that result from a lack of marketing, communication, and education.
- Desire for more computers, website improvement, and extended/consistent hours.
- Perceptions that the University Libraries are limited in their ability to perform some functions or expand on successful efforts due to staffing limitations.

# SWOT Analysis for University Libraries Strategic Planning August 2016

## Threats

- Perception that the University Libraries organizational structure and culture limit its ability to meet rapidly changing user needs.
- Significant lack of spaces in comparison to the increased enrollment of the student body.
- The poor physical conditions of our buildings and the need to improve accessibility and life safety issues.
- Space for additional computers, technology zones, and collaborative student areas.

## Opportunities

- Respond to the growing number of online learners by offering more digital learning objects and increased access to librarians via chat, web conferencing, and the Blackboard learning management system.
- Support diversity and inclusion through library collections, spaces, and services.
- Continue efforts to improve website search, discovery, and usability.
- Planning for renovation and remodeling in Gorgas Library, Hoole Special Collections, and McLure Education Library.

# University Libraries Goals, Objectives, and Action Items

**Goal 1: Partner across the disciplines to deliver innovative instruction that empowers students to engage with, integrate, create, and transform knowledge through the use of library resources and collections.**

*1.1 Reframe the liaison program to include proactive communication and embedded presence, physically and virtually, in instruction across campus. Liaison and collection assignments will no longer be distinct.*

- 1.1.1 Distribute liaison duties across the libraries. Explore opportunities to include librarians not currently involved in liaison assignments.
- 1.1.2 Review and assess data collected from the curriculum mapping project to create an outreach and instruction plan.
- 1.1.3 Educate librarians and staff in proactive marketing of resources across the disciplines.
- 1.1.4 Promote skill development for instruction by providing in-house and external training opportunities.
- 1.1.5 Begin a structured education program for liaisons.
- 1.1.6 Create learning objects and other tools that will enhance instruction.
- 1.1.7 Develop assessment mechanisms that document learning outcomes for instruction.
- 1.1.8 Engage all liaisons in freshman level instruction, distance learning program, and virtual reference.
- 1.1.9 Engage liaisons in upper level and graduate level instruction in a variety of formats and venues.
- 1.1.10 Actively promote the use of Special Collections and Archives across the disciplines.

# University Libraries Goals, Objectives, and Action Items

- 1.1.11 Invite external consultants to assist with reframing the liaison program and best practices.
  - 1.1.12 Conduct coding of syllabi for the past academic year to determine what courses and programs are mentioning the library, librarians, and/or research writing and projects in their course documentation.
  - 1.1.13 Use program-level data and syllabi analysis reports to support the identification of strategic courses the University Libraries can support.
  - 1.1.14 Map strategically identified courses with various literacy concepts in order to establish a shared discourse with discipline faculty and communicate the University Libraries agenda for involvement in literacy initiatives in the curriculum and on campus.
  - 1.1.15 Establish an iterative strategic outreach practice using course-level maps and outreach to faculty to identify new ways of supporting core and discipline specific curricula.
- 1.2 Develop innovative library instruction and services for diverse users, delivered through multiple channels.*
- 1.2.1 Complete the curriculum mapping project. Determine the needs for instruction and research assistance in areas not being served.
  - 1.2.2 Use assessment mechanisms to gauge effectiveness of instruction for continuous improvement.
  - 1.2.3 Develop a baseline for information literacy skills of first-year students.
  - 1.2.4 Determine information literacy development over the course of a semester for first-year students.
  - 1.2.5 Enhance teaching through peer feedback and strategic reflection.
  - 1.2.6 Embed librarians and library instruction in Blackboard.
  - 1.2.7 Market instruction sessions throughout the University Libraries using various media.

# University Libraries Goals, Objectives, and Action Items

1.2.8 Consolidate social media in order to more effectively communicate the library message and goals across the campus constituency, as well as for external audiences.

*1.3 Develop instruction, learning objects, and resources that are easy to discover and incorporate into the learning management system and other delivery systems for teaching and learning.*

1.3.1 Hire an Instructional Design Librarian who can work across the library. Develop training for librarians to develop learning objects and other innovative resources for teaching and learning.

1.3.2 Create tutorials that are pertinent for self-instruction and can be embedded in Blackboard and other online systems.

1.3.3 Set an end of cycle date for Crimson Navigate.

1.3.4 Enhance the discoverability of resources and services that support instruction and research.

1.3.5 Implement A-Z list in LibGuides, including 3-5 best bets for subject areas. Create a policy for keeping up to date.

1.3.6 Review Serials Solutions knowledge base. Improve record keeping in Serials Solutions and utilize reports to support collections and acquisitions.

1.3.7 Connect Serials Solutions knowledge base to EDS for improved discoverability of resources.

1.3.8 Enhance and coordinate marketing of all library collections and services.

1.3.9 Create a common digital repository for all marketing and information materials in Box to be used by liaisons for communication to departments.



# University Libraries Goals, Objectives, and Action Items

- 1.3.10 Create digital signs that broadcast LibCal for instruction and highlight services offered.
- 1.3.11 Work with the University Libraries Director of Public Relations to create graphic designs for marketing purposes and create internships with Public Relations.
- 1.3.12 Create flyers and other promotional materials (print and electronic) with a University Libraries brand for liaisons to distribute to departments and faculty on a regular basis.
- 1.3.13 Provide opportunities for MIS/CS students to collaborative work with Web Services and other appropriate areas to more effectively maintain the web site and to respond to small scale programming and content needs more quickly.
- 1.3.14 Participate more actively in the Computer Based Honors program.
- 1.3.15 Create assessable social media campaigns for library services, events, and activities to more effectively track interest, needs, and impact.
- 1.3.16 Update the carousel on the University Libraries home page at least bi-weekly to feature new and existing resources. This also updates the new area in the A-Z list.
- 1.3.17 Use the A-Z list to promote new, highly used, and general resources and trials.
- 1.3.18 Promote collaboration between liaisons and metadata and digital services to link relevant digitized content in LibGuides.

## **Goal 2: Develop and maintain dynamic and flexible physical and virtual spaces that meet the needs of our campus, informed by trends in higher education and technological advances.**

### *2.1 Implement new assessment measures, using qualitative and quantitative data, to assess and improve University Library services.*

- 2.1.1 Use SEC and SUG rankings for comparison to peers.
- 2.1.2 Participate in the Association of Southeastern Research Libraries New Metrics project to explore alternative ways to measure success and progress.

# University Libraries Goals, Objectives, and Action Items

*2.2 Evaluate existing physical and virtual spaces to align services, collections, and changes in resources and technology with evolving needs of users.*

- 2.2.1 Create a plan for renovation of Gorgas Library to include spaces more conducive to collaborative work and individual study and that reflect current services.
- 2.2.2 Contract with an architectural firm, to create a design plan for the renovation of Gorgas Library. A design plan will be developed with consideration of how spaces in our library buildings function.
- 2.2.3 Improve infrastructure for technology, flexible/multi-purpose spaces, appropriate office spaces for faculty and staff, innovation spaces, and spaces designated for use by graduate students. The infrastructure of the building and asbestos abatement will also be addressed.
- 2.2.4 Implement design plan that will serve as a guide to a total renovation of Gorgas Library which can be achieved over a period of time by logically and systematically following the plan as funds become available.
- 2.2.5 Create space for graduate student and/or faculty study and consultation.
- 2.2.6 Add group study rooms/carrels to Gorgas Library.

# University Libraries Goals, Objectives, and Action Items

*2.3 Create innovative research spaces and services to accommodate new technology and to meet the needs of faculty and students.*

2.3.1 Participate in Southeastern Conference initiatives that explore innovative services for academic libraries.

2.3.2 Explore new furniture and technology configurations to reflect current use needs in the Alabama Digital Humanities Center (ADHC).

2.3.3 Host more digital humanities projects on University Libraries servers and ensure appropriate University Libraries and ADHC branding on other sites.

2.3.4 Develop metrics for measuring the digital humanities projects supported.

2.3.5 Expand the size and reach of the Digitorium conference.

2.3.6 Engage Sanford Media Center (SMC) staff in video production projects for marketing the University Libraries.

2.3.7 Explore methods to expand SMC software training outside of the physical space.

2.3.8 Add links to software company supplied training and tutorials (e.g., Adobe).

2.3.9 Explore strategies for expanding the license for Lynda.com.

2.3.10 Move low use collections to the Annex such as microfilms, government documents, reference works that are no longer up to date and items that have not circulated in over 20 years.

2.3.11 Add more electrical outlets in University Libraries to respond to student needs and investigate furniture arrangements that can take advantage of exiting outlets more effectively.

2.3.12 Install thermal gates at entrances of University Libraries buildings.

2.3.13 Expand 3-D printing in University Libraries.

2.3.14 Expand other 3-D services such as Oculus Rift and 3D stereoscopy.

2.3.15 Utilize space openings as a result of materials moving to create new innovation and collaboration spaces.

# University Libraries Goals, Objectives, and Action Items

*2.4 Create a web presence that allows users to engage with library services, spaces, and data in innovative ways.*

2.4.1 Iteratively work to design the web site to enhance discoverability of most used resources and to highlight less used, but critical, resources informed by analytics and ongoing user testing.

2.4.2 Effectively assess web-based services through the measurement and analysis of comprehensive Key Performance Indicators, delivered to the Library Executive Committee on a monthly basis.

2.4.3 Work closely with liaison librarians to make sure Web Services is more aware of departmental needs and focus the site and social media aspects to support their teaching activities.

2.4.4 Survey and review/analyze peer libraries' methods of disseminating information about, and displaying, electronic resources.

2.4.5 Create a liaison index that matches keyword terms to specialty areas in teaching and selection from the web site.

2.4.6 Consolidate the liaison and selector lists into one liaison list as the new program is implemented.

2.4.7 Work as a development partner in the FOLIO project, and develop services and modules to assist the FOLIO project reach its international partnership goals.

2.4.8 Merge the Intranet and the public Web site, providing password protection for internal use only materials in order to create a more effective mechanism for sharing documents and knowledge across units.

# University Libraries Goals, Objectives, and Action Items

- 2.4.9 Hire developers and librarians who have the specific technology and programming skills to implement innovative and effective services.
- 2.4.10 Promote more effectively electronic resources on the website, as well as other online presences.
- 2.4.11 Develop a more effective and unified social media presence with purpose and measurement.
- 2.4.12 Establish a formal process for evaluating what should be searched/available in discovery and what should not be.
- 2.4.13 Upgrade Link Resolver to Link 2.0.
- 2.4.14 Work more closely with Electronic Resources area for a more unified approach to implementation and idea sharing.
- 2.4.15 Update Electronic Resources page on website. Link pertinent areas from A-Z list to the Electronic Resources page.
- 2.4.16 Implement UA Single Sign-On with our resources/website.
- 2.4.17 Investigate pass through authentication for Springshare products from UA Single Sign-On.
- 2.4.18 Migrate away from Voyager public catalog to Scout.
- 2.4.19 Investigate options for digital assets management going forward in the future.
- 2.4.20 Explore opportunities for implementing public facing interfaces to search data about University records and special collections in diverse formats.

# University Libraries Goals, Objectives, and Action Items

*2.5 Improve user experience with web interfaces and platforms, with special attention to accessibility issues for users with disabilities.*

2.5.1 Implement HathiTrust Print Disability Policy and Services where applicable.

2.5.2 Report on accessibility status of interfaces we control, such as web presence, blogs, and Scout.

2.5.3 Strive for 90% WCAG 2.0 Level AA compliance in online web tools by end of year 2017.

2.5.4 Test accessibility via manual processes in the University Libraries for both website and physical workstations/areas.

2.5.5 Investigate outsourcing a clean-up of the catalog with a third party vendor such as Backstage.

2.5.6 Add policies for transfer, retrieval, and destruction of University records to University Archives website.

2.5.7 Revise request forms for digital image orders and permissions. Publish to Special Collections webpage.

## **Goal 3: Support and engage in the research lifecycle across campus through the development of relevant resources and services.**

*3.1 Provide leadership and support in the creation and use of digital scholarship, including data mining, visualization, digital humanities, and rights management.*

3.1.1 Participate in the national collaboration, SHARE, led by the Association of Research Libraries and the Center for Open Science, to make research data accessible throughout its lifecycle.

3.1.2 Support digital humanities projects via metadata support and guidance, including data mining services as needed.

3.1.3 Implement methods to protect and audit digital object assets available through Special Collections.

# University Libraries Goals, Objectives, and Action Items

*3.2 Collect, preserve, and promote campus scholarship by capturing scholarly output in an Institutional Repository.*

3.2.1 Lead search and recruitment process for hiring an Institutional Repository Librarian.

3.2.2 Select and implement an Institutional Repository to promote faculty and student research and scholarship for The University of Alabama.

3.2.3 Train librarians on promotion of the Institutional Repository while marketing its benefits across campus.

*3.3 Expand and promote high quality resources and collections that support curricular and research needs, including existing data sets.*

3.3.1 Provide resources, training, and services for accessing and using datasets at the program level.

3.3.2 Participate in Southeastern Conference project to promote Open Educational Resources (OER) for course texts.

3.3.3 Increase access to and promote primary sources in Special Collections that will support diversity initiatives for the University.

3.3.4 Track University Archives record groups that are used the most and make those more accessible to users by digitizing them and making them available online when possible.

3.3.5 Finish cataloging the Williams Collection and create descriptive metadata for non-print formats.

3.3.6 Evaluate preservation and conservation needs in Special Collections.

# University Libraries Goals, Objectives, and Action Items

## *3.4 Expand data management services as funded research expands on campus.*

- 3.4.1 Provide library consultations to UA faculty on writing data management plans.
- 3.4.2 Determine systems to provide archiving services of data management, using a combination of the Institutional Repository, SHARE, and regional data systems.

## *3.5 Develop strategic collection policy to support innovative selection and acquisition of library materials and resources.*

- 3.5.1 Monitor and expand Demand Driven Acquisition (DDA) selection for monographs.
- 3.5.2 Expand Evidence Based Acquisitions (EBA) plans as available and feasible.
- 3.5.3 Develop a focused collection policy for Special Collections.
- 3.5.4 Make room for new materials by deaccessioning duplicates and other materials in the audio, photographic, and manuscript collections in Special Collections
- 3.5.5 Update University Libraries collection policies to reflect digital collections and new models for collecting.
- 3.5.6 Implement Usage Consolidation (UC) to collect electronic resource statistics. Use available reports to assess resources and plan marketing strategies.
- 3.5.7 Implement new guidelines for deselecting Government Documents. Deselect superfluous formats.
- 3.5.8 Identify and discard superseded Government Documents.
- 3.5.9 Implement and expand use of Voyager reports for analysis and informed data based decision-making.



# University Libraries Goals, Objectives, and Action Items

*3.6 Expand instruction and support of technology tools to support research and scholarship.*

3.6.1 Pilot expansion of 72 hour check-out for laptops to all libraries.

3.6.2 Combine service desks in Gorgas Library to one single service point.

3.6.3 Repurpose circulation space in the Music Library for offices and study spaces.

3.6.4 Investigate ways to create more collaborative and individual study spaces in Gorgas.

3.6.5 Develop a family of LibGuides with video tutorials for data curation tools (i.e. Open Refine and Python).

3.6.6 Develop visual LibGuides for technologies and peripherals available for check-out from the University Libraries.

3.6.7 Seek out UA faculty partners for common data management goals for collaborative learning opportunities.

**Goal 4: Re-envision the way we provide space and services for technology tools. Develop, enhance, and sustain a skilled and engaged workforce that can succeed in a changing environment while providing excellent experiences for library users.**

*4.1 Assess the organizational structure and implement changes that address staffing, skills, and emerging needs to promote a successful learning and research environment.*

4.1.1 Continuously assess vacant positions based on current and future needs of the organization.

4.1.2 Move toward a model of learning organizations through collaborative internal partnerships and education.

# University Libraries Goals, Objectives, and Action Items

- 4.1.3 Reallocate resources based on prioritized return on investment and research impact for UA students and faculty.
- 4.1.4 Develop a robust orientation for new staff and faculty to integrate them into the organization.
- 4.1.5 Provide professional development and training opportunities to improve skill sets of library employees.
- 4.1.6 Create opportunities to engage students in work of the University Libraries from across campus. Engage students in work in departments that will assist them in developing skills.

## *4.2 Promote better communication across the University Libraries via formal and informal gatherings to share information.*

- 4.2.1 Dean will hold regular faculty, staff, and management meetings.
- 4.2.2 Timely reporting on department and working group meeting minutes to the UALIB listserv to facilitate communication.

## *4.3 Encourage participation in wellness and work-life balance initiatives.*

- 4.3.1 Support participation in UA Wellness Program activities.
- 4.3.2 Support social functions and activities such as the holiday party and other events where faculty and staff can gather.
- 4.3.3 Provide workshops on existing programs for library faculty and staff (ex. FMLA, retirement, etc.).

# University Libraries Goals, Objectives, and Action Items

**Goal 5: Support a diverse and inclusive environment by providing resources, services, and spaces that promote the varied needs of the faculty, staff, and student body.**

- 5.1.1 Curate exhibits and explore opportunities for public program and events that are of interest to a broader community.
- 5.1.2 Host an exhibit or program highlighting speech disfluencies and stuttering on campus. Potentially partner with the Speech and Hearing Center.
- 5.1.3 Hold planning meetings for the various stakeholders who exhibit Special Collections materials.
- 5.1.4 Explore options to develop an internship program in conjunction with the QEP/Learning in Action program.
- 5.1.5 Explore options for organizational surveys such as Association of Research Libraries' ClimateQual, to assess library faculty and staff perceptions and attitudes.
- 5.1.6 Develop and implement strategies to recruit and retain a diverse faculty and staff that are in-line with Office of Academic Affairs initiatives.
- 5.1.7 Engage in campus wide diversity initiatives.
- 5.1.8 Host professional development workshops for faculty and staff.
- 5.1.9 Participate in Inclusive Campus events and meetings.
- 5.1.10 Host a theme based film series based on cultural heritage celebrations and other diversity related events.
- 5.1.11 Assess existing diversity related initiatives on campus and identify partnership opportunities for the University Libraries and support them.
- 5.1.12 Increase access to and promote diverse resources in Special Collections.

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