



UWM Libraries

University of Wisconsin-Milwaukee

UWM Libraries

Strategic Plan

2007-2010

**UWM Libraries Strategic Planning  
Committee Members**

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## **Introduction to the UWM Libraries' Strategic Plan, 2007-2010**

The library staff, as well as representatives from campus and the community, recently engaged in a comprehensive strategic process to draft our vision for the coming years for the UWM Libraries. We began the journey by imagining what the campus might look like in five and ten years, and what services the library would need to offer in the future.

In developing a three year strategic plan we sought to establish a blue print that:

- Articulates the Libraries' mission and vision
- Develops core strategic goals with specific attention to new developments since the prior strategic planning process.
- Develops objectives with measurable results, responsible parties and timelines.
- Can be used to regularly guide the decision-making of the Executive Cabinet.
- Allows for departments to develop plans that align with overall Libraries goals.

During our planning, service was a predominant theme. We also began to envision the first renovation of the library in 20 years, a transformative project featuring a Learning Commons in the West Wing first floor, with collaborative learning and group study areas, comfortable furniture and additional support services in close proximity. The proposed timeline and preliminary plans will be posted on our Web site.

We like to say “No one graduates from the library, but no one graduates without it,” and that speaks directly to our vital role in educating students. As the Chancellor’s aspirations for the University expand, the Libraries will adapt accordingly, updating spaces, growing the collection, and adding new services.

Ewa Barczyk  
Director of the Libraries

## **Mission Statement**

The University of Wisconsin-Milwaukee Libraries advance the campus mission of teaching, learning, research and service by providing scholarly resources and services. We facilitate the discovery and exchange of ideas, and the creation, preservation, and sharing of knowledge. The Libraries help develop information-competent users and connect our community of users with information and knowledge to succeed in a diverse society.

## **Vision Statement**

The University of Wisconsin-Milwaukee Libraries will be a future-oriented organization with the resources to

- Expand access to an increasing wealth of materials critical for learning and research
- Offer outstanding user-centered service
- Provide collaborative and flexible environments where faculty and students create and learn
- Expand its role as an academic partner in the intellectual life of the University
- Provide leadership and expertise in fostering new modes for scholarly communication

## **Strategic Goals**

Fulfilling the mission and vision requires the pursuit of the following goals:

- I. Position the Libraries to be a more active partner in the mission of the University
- II. Respond to the changing information needs of our community
- III. Create a more engaging and dynamic environment both on campus and online
- IV. Increase, diversify and reallocate resources
- V. Recruit, develop and retain diverse personnel with the knowledge, skills and expertise to meet user needs

## **A brief outline of the situation the UWM Libraries currently faces.**

### **Strengths of the Libraries**

- Well-established local and state consortia agreements
- Regional/nationally recognized specialized collections that are important to users and funders
- Mutually beneficial partnerships with other UWM units that bring the Libraries visibility and avenues to seek funding
- Off-campus, 24/7 access to many resources and services
- Libraries' dedicated and knowledgeable staff
- History of providing excellent service to university and community users

### **Weaknesses of the Libraries**

- Ongoing funding issues leading to:
  - Weak collections
  - Understaffed compared to similar institutions and UWM growth
  - Inability to meet electronic resource needs of faculty and graduate students
- Facility updates and expansions needed
- Minimal outside funding/support/revenue enhancement
- Have not adequately informed users about existing electronic resources; still primarily associated with books and print materials

### **Opportunities the Libraries face**

- Better environment to generate outside financial support
- Planned facility upgrades will provide more room for collection and user-requested services
- Growing innovative campus environment may allow for more collaboration with faculty and instructional support services staff
- Outsourcing, cross-training, flexible position descriptions could maximize limited human resources
- Weeding/remote storage options for growing collection
- Chancellor's focus on improving UWM academic profile may generate increased financial support and goodwill.

### **Threats the Libraries face**

- Decreasing state support for UW System
- For-profit providers and internet alternatives increasing competition for Libraries users
- Increasing technological and legal challenges to information privacy and intellectual freedom
- User expectations outpacing Libraries' ability to provide needed resources, generally, and electronic accessibility, specifically
- Inadequate funding compounded by rising material costs
- Further staff turn-over due to "graying" of the profession

<b>Goal I. Position the Libraries to be a more active partner in the mission of the University.</b>
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*Objective I.1 Strengthen and broaden the Libraries' relationships with the University community.*

- I.1.1 Increase UWM community involvement in Libraries planning and development
- I.1.2 Increase and enhance communication between the Libraries and academic programs
- I.1.3 Increase partnerships with campus programs, units and offices that serve students
- I.1.4 Refine the scope and scale of the cultural/social/Arts collaborations with University and community groups

*Objective I.2 Strengthen the role of the Libraries in campus recruitment and retention programs*

- I.2.1 Become more centrally involved in Access to Success
- I.2.2 Refine the scope and scale of the Libraries' contributions to campus recruitment and outreach programs

*Objective #1.3 Lead campus initiatives to preserve and make accessible campus research and publications*

- I.3.1 Develop the Institutional Repository and other digital resource management systems that enable us to expand our collection-building and preservation roles.
- I.3.2 Collaborate with scholars within the university to make their work accessible through open access

**Key Measures & Outcomes**

1. Campus leadership will be fully aware of the Libraries' directions and initiatives.
2. The UWM community is represented on the identified relevant Libraries' committees and groups.
3. Establishment of new communication efforts (such as the Library Contacts Program)
4. Increase the number of formal partnerships with campus entities that serve students by 50%
5. Collaborations in the cultural/social/Arts are strategic and based on available resources and the overall directions of the Libraries
6. Have representation on 100% of the relevant A2S committees
7. Libraries' contributions to campus recruitment and outreach are strategic and based on available resources and the overall directions of the Libraries
8. A plan for more consistent recording and reporting of the Libraries' contributions to campus recruitment and retention programs
9. UWM's scholarship will be available through open access portals and search engines made visible by inclusion in repositories such as Minds@UWM
10. Increased awareness among scholars of alternate publishing venues as citation rates of faculty publications and submissions increase

<b>Goal II.</b>	<b>Respond to the changing information needs of our community</b>
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***Objective II.1***      ***Develop a collection that aligns with the research and teaching needs of the University***

- II.1.1      Work with faculty representatives and other key constituents to keep current with emerging curriculum and research and respond to them
- II.1.2      Participate in cooperative collection development efforts to increase the scope and depth of information resources

***Objective II.2:***      ***Lead campus initiatives to address information literacy***

- II.2.1      Articulate the need for a curriculum that addresses information literacy
- II.2.2      Expand and improve user competencies
- II.2.3      Increase effective use of educational technology to expand the reach of information literacy efforts
- II.2.4      Establish strategic partnerships with noncredit campus instructional services and programs, to systematically incorporate information literacy concepts

***Objective II.3:***      ***Increase on- and off-campus accessibility to Libraries' resources and services***

- II.3.1      Increase and refine the scope and scale of electronic resources available to better support all users
- II.3.2      Refine scope and scale of services available to better support all users

***Objective #2.4***      ***Maximize opportunities for resource sharing with other libraries***

- II.4.1      Expand free access to materials via interlibrary loan agreements.
- II.4.2      Pursue opportunities to enhance functionality of UW System Borrowing
- II.4.3      Pursue opportunities to partner with other Wisconsin libraries

***Key Measures & Outcomes***

1.      Collection profiles align with campus research and programs.
2.      The Libraries presents information literacy concepts to 100% of College/School curriculum and program review committees.
3.      Annual increase in number of students demonstrating improved information literacy competencies, as defined by the assessment tool
4.      Formalize relationships with other campus instructional services and programs to help them to incorporate information literacy within their services
5.      Increase number of e-resources by 5% annually
6.      A 15% increase in the number of users who are satisfied with the Libraries' resources and services as measured by LibQual data.
7.      Sign agreements with consortial groups to expand ILL services and realize cost and time savings
8.      Offer a proposal to all UW campuses on the implementation of Request Promotion

<b>Goal III.</b>	<b>Create a more engaging and dynamic environment both on campus and online</b>
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***Objective III.1      Improve the Libraries' Web presence***

- III.1.1      Redesign and implement the Libraries' website under the UWM Content Management System
- III.1.2      Investigate "Web 2.0" capability
- III.1.3      Simplify and reduce the complexity of access to all Libraries' on-line resources

***Objective III.2      Better align physical space with emerging needs of users and the campus***

- III.2.1      With the architect and consulting team, plan new library spaces to be constructed in 2008-2009
- III.2.2      Work collaboratively with University partners to identify and assist in meeting the changing space needs of the UWM campus
- III.2.3      Implement plan for remote storage of library materials
- III.2.4      Develop a plan for the physical presence of the Libraries in any new footprints established by the University.

***Key Measures & Outcomes***

- 1.            The Libraries migrates its web environment in local units to the CMS following a pilot application.
- 2.            Implement "Web 2.0" capability where practical, incorporating a wider range of services and formats
- 3.            Libraries implements further the use of Metalib to offer a simplified gateway for users to gain access to all Libraries' resources.
- 4.            A remodeling feasibility plan completed and a remodeling plan submitted to the DOA
- 5.            The creation of a Learning Commons that includes participation from campus partners
- 6.            Remote storage space will be identified and acquired
- 7.            Materials will be identified and removed from the collection and relocated to the new site



<b>Goal IV.</b>	<b>Increase, Diversify and Reallocate Resources</b>
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***Objective IV.1***      ***Communicate the value of the Libraries to the state and region to advocate for the additional resources to support an expanding campus mission***

- IV.1.1      Determine Libraries' funding levels needed to support new and existing UWM degrees and programs
- IV.1.2      Collaborate with the campus community to craft a case statement defining the role and needs of the users.

***Objective IV.2***      ***Increase funding and funding sources***

- IV.2.1      Increase funding from gifts and donations, monetary and in-kind
- IV.2.2      Increase funding from grants, both campus and external
- IV.2.3      Increase funding from sales & fee income
- IV.2.4      Develop initiatives to obtain additional state funding

***Objective IV.3***      ***Allocate appropriate resources to support staff training and development***

***Objective IV.4***      ***Optimize the organization of the Libraries***

***Key Measures & Outcomes***

1.            The establishment of benchmarks for the funding of existing and new programs and degrees
2.            The Libraries will submit an assessment of the need for expanded Libraries' resources for all new or expanded programs or degrees
3.            A well crafted case statement which will be used to communicate and collaborate with our key constituents, highlighting the need for greater financial support of the university's information infrastructure, with emphases on the needs of the Libraries
4.            Increase the total revenue raised from gifts and donations by an average annual amount of 10% over the next 5 years.
5.            Increase the total amount of funds generated through grants by 10% over the next 5 years.
6.            Increase revenue from sales and fee income by 10% over the next 5 years
7.            Implementation, where feasible, of additional sales of library services and resources
8.            Additional GPR funding support from the state
9.            Determination of appropriate funding levels for staff development
10.          An organizational structure that reflects changes in technology, space and user needs.

<b>Goal V.</b>	<b>Recruit, develop and retain personnel with the knowledge, skills and expertise to meet user needs</b>
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***Objective V.1***      ***Recruit and retain personnel from diverse backgrounds***

- V.1.1      Increase the diversity of the applicant pool
- V.1.2      Introduce students from underrepresented backgrounds to the library profession

***Objective V.2***      ***Implement initiatives to develop and retain staff***

- V.2.1      Provide staff with opportunities to develop the necessary skills needed to optimize their on the job performance and to provide users the best possible service
- V.2.2      Create avenues for new staff members to connect to and become more engaged with the Libraries and the UWM campus

***Objective V.3:***      ***Empower personnel to successfully adapt to current and future changes within the organization***

***Key Measures & Outcomes***

1.      The diversity of the applicant pool for classified, academic and student workers will increase by 5% annually
2.      The number of SOIS students from diverse backgrounds participating in internships and field work opportunities will increase by 10% annually
3.      Libraries' staff participation in the Freshman Mentoring Program
4.      Implementation of a staff training and development program
5.      20% of Libraries' staff will participate in staff development annually
6.      Implementation of a staff peer mentoring program
7.      Retention rates will increase by a total of 10% over the next 3 years
8.      100% of Libraries' staff will have a clear understanding of Libraries' initiatives
9.      90% or more of staff will support Libraries' initiatives