

**University Libraries  
Strategic Goals and Objectives**

**extracted from:**

**A Strategic Plan for the UNLV Libraries: 2005-2010**

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For a copy of the complete Libraries Strategic Plan, please contact the Libraries Administration Office.

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## A Strategic Plan for the UNLV Libraries: 2005-2010

### Mission Statement:

*The UNLV Libraries support the mission of the University to emerge as a premier metropolitan university, embracing the traditional values of higher education adapted for the global community in the 21<sup>st</sup> century. The Libraries build collections and provide access to information and services to support teaching, learning, research and creative endeavors. The Libraries foster information literacy, working with the UNLV community to think critically, create new knowledge, and be life-long learners.*

The purpose of the Libraries is to identify, acquire, organize, store, and provide on-demand access to the available intellectual and research products of scholars worldwide to UNLV's faculty and students, as well as to the greater community of learners beyond UNLV.

### Strategic goals of the Libraries:

1. Provide greater access to digital collections while continuing to build and improve access to collections in all formats to meet the research and teaching needs of the university. (*Collections*)
2. Be a comprehensive resource for the documentation, investigation, and interpretation of the complex realities of the Las Vegas metropolitan area and provide an international focal point for the study of Las Vegas as a unique urban and cultural phenomenon. (*Community Engagement*)
3. Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations, regardless of user location. (*Services*)
4. Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students. (*Educational Role*)
5. Establish a coherent, consistent library-wide external relations plan that focuses on new and existing services and collections. (*External Relations*)
6. Plan and execute an evaluation plan for the Libraries, and use the findings to make strategic decisions. (*Evaluation*)

The central purpose of the University is “to create an educational environment that encourages the full personal and professional development of those it serves and those who serve the university...” and to “assist students in learning about and meeting the intellectual and ethical challenges of responsible citizenship and a full and productive life through opportunities to

acquire the knowledge and experiences that enhance critical thinking, leadership skills, aesthetic sensitivity, and social integrity.” Great libraries are essential to meeting the central purpose of great universities.

Our community of users is undergraduate and graduate students, faculty, staff, and visitors. Our stakeholders include the above, as well as UNLV administrators, UCCSN administrators, the Board of Regents, library benefactors, foundations, and government agencies. Our target group is the UNLV community.

### **Vision Statement:**

*The UNLV Libraries will be a model for the new academic library—bringing people and information together in innovative ways.*

As UNLV becomes a premier metropolitan research institution, the Libraries will become a national model for the new academic and research library organization. It will pioneer new methods of reaching, connecting, and engaging learners.

### **Central Strategies for Goal Attainment**

1. Identify opportunities for collaboration and establish partnerships with key individuals and groups.
2. Reshape the organizational structure to recruit, nurture, and empower faculty and staff.
3. Keep abreast of technology and exploit it for new applications in higher education and libraries.
4. Cultivate the community beyond UNLV, i.e., funding opportunities.
5. Shift campus culture to underscore the impact of libraries and librarians as partners in the educational mission.

### **Strategic Programming**

**Goal 1: Provide greater access to digital collections while continuing to build and improve access to collections in all formats to meet the research and teaching needs of the university. (*Collections*)**

Objective 1 Increase the existing acquisitions budget by at least 12% each year.

Actions:

- Identify, acquire, and process additional digital and print resources needed to support existing programs.
- Market availability of new resources to UNLV community.

Objective 2 Initiate a comprehensive, systematic collection development process that accommodates both current and future information resource needs.

Actions:

- Identify areas in which to develop deep/exhaustive collections, e.g. significant resources in the local and regional environment, culture, business, politics, and history and build those collections.
- Articulate collection development planning with the schedule of new UNLV programs.
- Identify gaps in information resources supporting existing programs and prioritize funds towards filling the gaps.
- Identify cost of core collections required to support all new bachelor's, master's, and doctoral programs added in the past two to four years. Calculate an average basic collection cost for new programs at these degree levels. Add average cost of basic collections for programs approved during the fiscal year to the next year's acquisitions budget request.
- Explore the idea of using endowed chairs as a source of start-up library funds.
- Explore the idea of assigning start-up funds from the Libraries' information resources budget to new faculty.

Objective 3 Digitize collections.

Actions:

- Identify collections to digitize that are unique to UNLV and that have a regional, national, and international research interest.
- Create digital projects utilizing and linking collections.
- Develop and adapt metadata and scanning standards, for all formats, that conform to national standards.
- Provide content and metadata for regional and national digital projects.
- Continue to develop expertise in the creation and management of digital collections and information.
- Collaborate with faculty, students, and others outside the library in developing and presenting digital collections.

Objective 4 Strengthen current resource-sharing alliances with other libraries and identify new consortia opportunities.

Actions:

- Continue active participation in the International Coalition of Library Consortia (ICOLC), the Utah Academic Library Consortium, and the EPSCoR Science Information Group (ESIG).
- Apply for membership in the Greater Western Library Association (GWLA).
- Strengthen purchasing leverage via consortia licensing of electronic information products.
- Expand current avenues for inter-library lending of books and document delivery of journal articles to include regional initiatives like the Colorado Alliance of Research Libraries' Prospector system for sharing of books and RAPID system for journal article delivery.
- Expand consortial activity to enhance access to information, such as cooperative collection development and institutional repositories.

**Goal 2: Be a comprehensive resource for the documentation, investigation, and interpretation of the complex realities of the Las Vegas metropolitan area and provide an international focal point for the study of Las Vegas as a unique urban and cultural phenomenon. (*Community Engagement*)**

Objective 1 Facilitate real and digital access to materials and information that document the history, culture, social, and environmental setting of Las Vegas and its region by identifying, collecting, preserving, and managing information and materials in all formats.

Actions:

- Identify unique collections that strengthen current collections of national and international significance in urban development and design, gaming, entertainment, and architecture.
- Develop new access tools and enhance use of current bibliographic and metadata utilities to provide access to physical and digital collections.
- Develop web-based digital projects and exhibits based upon the collections.

Objective 2 Provide a cross-disciplinary forum to communicate, facilitate and encourage the cross-fertilization of the independent work done by faculty, students, governmental and cultural agencies; to make that work accessible; and to engage others outside the university in that work.

Actions:

- Expand the activities of the Center for Gaming Research through collaborative partnerships within the university and the gaming industry.
- Expand the activities of the Oral History Research Center by developing community-based projects and developing new ways to present oral history and make it accessible.
- Expand the role of the Arnold Shaw Popular Music Center in documenting popular music in Las Vegas, providing access to collections, and promoting the history of popular music and entertainment in Las Vegas.

Objective 3 Engage the community in a dialogue about its history and future.

Actions:

- Provide a public venue for lectures, exhibits, publications, and symposia for community discussions and celebrations.

Objective 4 Develop and stimulate a collaborative research agenda that addresses urban issues.

Actions:

- Bring together university faculty, students, and members of the community who are engaged in or interested in the study of Las Vegas to promote and stimulate innovative interdisciplinary interaction through research, teaching and symposia.
- Expand on the collaboration between Special Collections and the Architectural Studies Library, Music Library and CML in developing specialized research collections in architecture, popular music and education and working closely with faculty and students in the colleges serves by these libraries.
- Establish internships, graduate assistantships and scholarships for UNLV and visiting scholars and students to work with the Libraries specialized research collections.

**Goal 3: Actively foster user-focused environments committed to identifying and delivering information resources and services that meet or exceed user expectations. (Services)**

Objective 1 Continue the development of a robust and dynamic library web presence that provides access to library resources and services for users wherever they are whenever they need it.

Actions:

- Enhance and further develop an appropriate and effective web infrastructure to support expanded access to the functions, resources and services of the Libraries in a seamless, easy- to-use, convenient fashion, e.g. support for reference assistance, document access and delivery, multimedia transmission, virtual subject libraries.

- Identify and implement best practices for providing dynamic and effective web-based services.
- Continue the development of services that can be delivered through the web that can meet increasing user expectations for 24/7 access.
- Utilize features of the online catalog to maximize resource discoverability for users.

Objective 2 Maintain and continue to improve upon the physical environments that enable service delivery and facilitate learning.

Actions:

- Sustain strong partnerships with campus facilities to ensure ongoing responsiveness to requests for service.
- Establish a regular review of the utilization of space and furnishings in all libraries and make adjustments as appropriate and feasible.

Objective 3 Establish an environment that fosters knowledgeable, service-oriented and user-focused staff.

Actions:

- Clearly articulate and widely promote to internal and external audiences the Libraries' philosophy of service.
- Expand and enhance ongoing training and development opportunities focused on customer service, library service delivery and knowledge of the libraries resources.
- Provide effective training and development opportunities for library faculty and user support staff in the use of new information and access products so they can assist users in making more effective use of existing and new resources.
- Identify and implement best practices to help individual staff members meet their stated training objectives.
- Actively recruit staff with the skills, knowledge and flexibility to be responsive to the information needs of our users.
- Continue to monitor and experiment with emerging services to meet the changing needs of a diverse user population.

Objective 4 Clarify and strengthen the role of library faculty who serve as liaisons to constituent groups--faculty, graduate and undergraduate students, departments and colleges--in order to develop opportunities for partnerships and to maximize effective communication.

Actions:

- Further develop and realign the assignments of library faculty liaisons to achieve equitable distribution of responsibilities and to reflect the nature of the research and curricular needs of the constituent groups.
- Revise job descriptions for current and new library faculty liaisons to reflect new or realigned assignments.
- Use the feedback obtained from ongoing assessment efforts to identify areas of concern that need to be addressed by library faculty liaisons.
- Improve the process of assessing the performance of library faculty liaisons by clarifying performance expectations and establishing effective performance measures.

Objective 5 Establish a culture of assessment associated with the provision of library services in person and remotely.

Actions:

- Identify and use best-practice assessment strategies and tools to determine the needs and expectations of the Libraries user communities.
- Use past and future assessment results to improve services and identify new service options desired by library users.

**Goal 4: Initiate strategic collaboration efforts and programming to ensure that UNLV graduates information literate students. (*Educational role*)**

Objective 1 Develop strategic partnerships and programs for campus-wide conversations and planning about undergraduate research skills, information literacy skills and abilities, and core learning outcomes for all UNLV graduates.

Actions:

- Work with Director of General Education, assessment personnel, Deans/Department chairs, Faculty Senate, and other academic and support personnel on campus to identify foundation skills that include information literacy.
- Identify key foundation courses that serve as gateways for majors to target for partnerships.
- Create a “Libraries Award for Undergraduate Research” that brings together librarians, faculty, and others on campus to evaluate and reward students’ research process.

Objective 2 Cultivate individual faculty, faculty cohorts, and academic departments committed to integration of information literacy learning outcomes in their courses and their curriculum.

Actions:

- Work with Teaching and Learning Center and others engaged in culture of teaching to develop resources and workshops to support faculty and to foster rich collaboration between librarians and other teaching faculty.
- Secure funding for demonstration projects focused on course design and faculty development.
- Invite others to work with us to organize campus events that focus on the relationships between research-based learning, undergraduate research, and information literacy.

Objective 3 Develop toolkit for Libraries, academic programs, and the institution to assess information literacy student learning outcomes.

Actions:

- Continue to monitor and experiment with both performance-based and skills-based measures such as Education Testing Services Information, Communication, and Technology Literacy performance-based, web-delivered test that measures higher order cognitive abilities, as well as instruments such as the Standardized Assessment of Information Literacy Skills (SAILS) that measure lower order cognitive skills.
- Create web-based mini-tutorials that can be adopted by classroom instructors and integrated into course design to provide performance-based instruction and authentic assessment.
- Develop rubrics for classroom instructors to use to assess student performance in the research process.
- Maintain collection of activities and assignments that support student development of information literacy.

Objective 4 Clarify performance expectations and develop an ongoing professional development plan for library faculty in their role as educational partners.

Actions:

- Articulate expectations for librarian liaison activities regarding library instruction, partnering for information literacy learning outcomes, instructional design, assessment of student learning, and other aspects of educational role.
- Develop UNLV workshops for library faculty that focus on pedagogical issues such as instructional design, writing learning outcomes, assignment design, and assessment of student learning as well as on collaborating with faculty and other academic partners.
- Provide funding and support for professional development opportunities beyond UNLV, such as ACRL Immersion.

**Goal 5: Establish a coherent, consistent library-wide external relations program that focuses on new and existing services and collections. (*External Relations*)**

Objective 1 Ensure the Libraries externally focused efforts are aligned with the university's by strengthening relationships across campus with the offices of Communications, Public Affairs, Community Relations, Research Services, and the UNLV Foundation.

Actions:

- Identify the appropriate library contact person in each office and communicate with them on a regular basis regarding ideas and plans.
- Provide library resources, expertise, and services for these offices, as appropriate.
- Request assistance from these offices in the form of expertise or resources, when appropriate.

Objective 2 Develop an External Relations Plan to address the Libraries' marketing, public relations, community relations, and advancement needs and opportunities.

Actions:

- Hire a communications consultant, with the assistance of the Office of Communications, to work with the Libraries to develop an External Relations Plan.
- Secure cooperation of library staff in providing the consultant with background and other information needed to create the plan.

Objective 3 Implement the External Relations Plan.

Actions:

- Provide staff time to focus on implementing marketing, publications, and outreach.
- Act upon the recommendations of the plan: create collateral for the Libraries, develop library policy for areas within external relations, and design templates for print materials to be used by library staff.
- Increase awareness and general knowledge of external relations throughout the libraries.

Objective 4 Increase the level of private funding for the Libraries.

Actions:

- Identify and cultivate potential donors and representatives of corporations, foundations, and government agencies.
- Solicit ideas from Libraries staff for project ideas that relate to the Libraries mission and have potential to attract external funding and help develop proposals.

- Provide support for library activities focused on securing funding from corporations, foundations, and government agencies.
- Utilize expertise within UNLV's Office of Research Services to develop proposals.
- Enhance access to individual donors and prospects for the Libraries' capital campaign by working more closely with the UNLV Foundation.
- Develop targeted skills of potential principal investigators.

Objective 5 Establish relationships throughout the community in order to become more aware of the needs and expectations of the UNLV Libraries in the greater Las Vegas community.

Actions:

- Identify appropriate opportunities for outreach in Las Vegas – particularly in light of UNLV's upcoming 50<sup>th</sup> Anniversary – in coordination with the Office of Community Relations.
- Increase involvement with Nevada Development Authority.
- Explore opportunities for involvement with the Chamber of Commerce and the Convention and Visitors Authority.

Objective 6 Develop policies regarding media relations and crisis management with the assistance of the Office of Public Affairs.

Actions:

- Vet potential media contacts with Director of Public Affairs (Hilarie Grey).
- Create and maintain a running list of all media contacts throughout University Libraries (interviews, listings, etc).

**Goal 6: Devise and implement an evaluation plan that is outcomes based and studies direct outcomes for individuals and groups who use the Libraries, and indirect outcomes that impact the university, its related educational and service communities, and the campus learning environment. (Evaluation)**

Objective 1 Devise a list of evaluation questions for study that reflect the objectives and actions of the strategic plan and that are central to determining the Libraries role, value and contribution toward achievement of desired outcomes for students and for the institution.

Actions:

- Gather input from stakeholder groups using the method preferred by each stakeholder group.
- Hold library-wide conversations to determine central questions for study.
- Identify existing campus and library indicators that are useful, and if necessary, consider new library measures aimed to enlighten the questions under study.

Objective 2 Build competence in measurement and analysis within the Libraries.

Actions:

- Identify others on campus to assist the Libraries in interpreting the university's mission, goals and ongoing assessment efforts, and who can suggest ways to align the Libraries evaluation efforts within the university's broader evaluation plan.
- Provide training to key staff in general approaches to evaluation in higher education and specific approaches to library evaluation that will assist the Libraries faculty and staff to select appropriate measures.
- Monitor national trends in assessment and evaluation of academic libraries and higher education, particularly as they apply to goal alignment.

Objective 3 Utilize measures embedded in the institution's planning documents, assessment and accreditations processes, and measures of institutional quality and effectiveness.

Actions:

- Work with teaching faculty, the Academic Affairs Assessment Committee, and others to study the Libraries' role in student learning, to identify populations needing special attention, and to identify existing library assessments that may be embedded in course or program evaluations.
- As necessary, devise new student assessments of information skills that faculty would find desirable for incorporation into course assessments or program evaluations.

Objective 4 Collect, analyze and report findings to stakeholders on a regular basis.

Actions:

- Gather evidence and collect internal and external data related to the central questions of study.
- Analyze data using appropriate methods to discover and report linkages between library findings and institutional mission and effectiveness.
- Analyze data using appropriate methods to compare and contrast UNLV Libraries with similar research and academic libraries.

- Analyze data using appropriate methods to identify and report linkages between library findings and student learning outcomes.
- Analyze data using appropriate methods to identify and report linkages between library findings and the UNLV learning environment.
- Disseminate reports to various stakeholder groups on a regular basis through the method preferred by each stakeholder group.

Objective 5 Contribute data to normative studies, and use national norms for comparison across relevant dimensions.

Actions:

- Participate in 2006 LibQual+ (Library Service Quality Assessment).
- Participate in future Project SAILS (Project for the Standardized Assessment of Information Literacy Skills) activities.
- Participate in the ICT Pilot Project (Information and Communications Technology).

Objective 6 Use evaluation findings to make strategic decisions about the Libraries.

Actions:

- Review collected evaluation information on a regular basis and use evaluation findings to inform decisions regarding collections, access, services, education initiatives, budget, personnel, space utilization and space planning decisions.