Strategic Framework July 2015 – June 2017

Vision

The University Libraries will define the new academic research library—bringing people and information together in innovative ways. As UNLV emerges as a leading urban research institution, the Libraries will pioneer dynamic, user-focused methods of reaching, connecting and engaging learners.

Mission

In support of the University's mission and shared values, the Libraries contribute to and support learners as they discover, access and use information effectively for academic success, research and life-long learning.

Stakeholder input

The University Libraries obtains feedback from its users both directly and indirectly. That feedback informs services and resource development, as well as the Libraries' Strategic Plan.

Direct feedback is solicited through regular surveys of undergraduates, graduate students and faculty. The 2015 survey will be completed in the fall of 2015, and it will further inform priorities, actions and outcomes of the Strategic Framework. The Libraries also administer issue-oriented surveys such as the reference services awareness survey and the support of faculty research survey. Users often provide their views via the Libraries' web comment form, and through library faculty and staff.

Indirectly, data is collected that shows trends and changes in the use of resources and services. That data, analyzed by staff, becomes the basis for adapting services, and identifying new areas to investigate. Collections data, for instance, is continuously collected in order to inform collections decisions. The Libraries monitor cost, rate of inflation, use, cost per use, circulation for physical materials (by discipline), document delivery and other more detailed measures at the title level in order to maintain an understanding of use and value. Information collected is shared with faculty through the liaisons and through periodic focus groups.

The Libraries is also keenly aware of trends in academic libraries as well as in higher education, seeking to anticipate needs not yet expressed by UNLV users.

Organizational Values

The University Libraries value:

- the centrality of users in service, planning and decision-making;
- the application of emerging technologies for innovative library services;
- intellectual freedom, confidentiality and ethical use of information;
- librarians as partners in the educational mission;
- a campus culture that underscores the importance and value of libraries;
- enriching the life of the Southern Nevada community;
- a talented, diverse and empowered faculty and staff;
- collegiality, cooperation, teamwork and collaboration;
- collective and individual responsibility for excellence and quality;
- active contribution of library faculty to the knowledge base of the profession;
- evaluation and continuous improvement;
- open, clear and honest communication at all levels; and
- efficient and effective management of resources.

Ongoing Activities

While this plan articulates strategic directions that will be emphasized in the current biennium, the Libraries are committed to ongoing and significant activities that while not explicitly addressed in the strategic plan, are absolutely essential to the work of the Libraries.

This essential work includes:

- building new and managing existing collections;
- providing access to resources, staff, and services;
- maintaining the information technology infrastructure;
- maintaining the currency of the Libraries websites and integrity of discovery tools;
- ordering, paying for, cataloging and processing information resources collections in all formats;
- offering frontline and virtual service to users;
- providing expert research and information assistance;
- delivering course related instruction sessions;
- managing human and financial resources;
- maintaining external relations program that includes communications, publications and donor cultivation and stewardship; and
- maintaining clean, secure and inviting physical spaces.

UNLV's Top Tier Goal: Research, Scholarship and Creative Activity
UNLV will foster a climate of innovation in which faculty and students produce high quality, widely disseminated and influential research, scholarship and creative activities.

University Libraries contributes throughout the research lifecycle, from identification of opportunity to dissemination of results.

- Strengthen investment in the Libraries' diverse and multi-format collections to enable the production of high quality, widely disseminated, and influential research, scholarship and creative activities.
- Optimize data discovery, interaction and reuse through services and tools.
- Provide integrated support of knowledge and scholarship production in the digital environment through provision of dedicated spaces, innovative tools and skilled assistance for researchers who are planning and implementing digital projects.
- Provide dedicated spaces, equipment, databases and training to assist researchers in identifying grant opportunities as well as interdisciplinary partners.
- Increase and enhance the online delivery of unique, regional primary sources to support scholarship worldwide about the region.
- Identify opportunities to advise and assist faculty with complex data management plans and with meeting compliance for deposit of research output, including data, findings and articles into an open access repository.
- Enable the dissemination, preservation and discovery of research through *Digital Scholarship @ UNLV* and other platforms.
- Provide scholarly communications assistance (bibliometrics, copyright, digital publishing, open access, grid data management, etc.,) tools and training for identifying and measuring impact of journals, articles and citations.
- Seek an increase in the number of library grants submitted and funding received.
- Continue to enhance the quality and impact of the Libraries' faculty research and scholarship with a focus on improving local practice and contributing to the library profession.
- Develop a plan detailing the research lifecycle and how the University Libraries does and can further contributes throughout the lifecycle from identification of opportunity to dissemination of results.

Key Measures of Success

- Faculty and students judge library collections as sufficient for their research needs.
- Faculty judge library collections as sufficient for curricular needs.
- Library staff programs and priorities are informed by the research lifecycle.
- More unique, regional content is made available online.
- More use of unique, regional content.

- Faculty, graduates and undergraduates value the Libraries' contribution throughout their individual research process.
- More faculty, graduates and undergraduates participate in individual research consultations and group workshops.
- Faculty, graduates and undergraduates are satisfied with individual research consultations and group workshops.
- More content deposited into the institutional repository.
- Additional colleges and departments deposit scholarly content into the institutional repository.
- Library faculty continue to apply standards of quality and impact in various peer review processes of scholarship.
- Submit additional library grants.
- Receive more funding from library grants.

UNLV's Top Tier Goal: Student Achievement
UNLV will be a national leader in education and will promote excellence in teaching undergraduate, graduate and professional school students. We will recruit, retain and graduate a diverse body of motivated students through the strength of our innovative learning experiences, access to mentoring and research opportunities and our vibrant campus community. Our highly qualified master's students, doctoral students and professional students will distinguish themselves and UNLV through their contributions to research, the professions and the arts.

University Libraries collaborates broadly to ensure student achievement through direct instruction, partnering with faculty on assignment design and development of learning experiences outside the classroom.

- Embed library instruction and other library instructional interventions throughout general education courses: first year seminars; second year seminars; and milestone and capstone courses.
- Create learning opportunities for faculty to partner with librarians on course and assignment design with specific focus on upper-division courses.
- Library liaisons contribute to graduate student success as researchers and instructors through workshops and collaborations with the Graduate College.
- Expand opportunities for graduate and undergraduate students to intern in the Libraries to develop deeper research experiences and opportunities for scholarship.
- Expand co-curricular programs to graduate and undergraduates in support of academic achievement, life skills and lifelong learning.
- Offer specialized workshops for faculty that support research teaching and learning.

Key Measures of Success

- Student retention, progression, and completion is influenced by library efforts.
- Student success is impacted by the Libraries' co-curricular programs.
- The number of direct instruction seminars for the four levels: first year seminars; second year seminars; and milestone and capstone courses are proportionate.
- Additional colleges and departments utilize direct instruction.
- Graduate and undergraduate students value their direct instruction sessions.
- More faculty participate assignment design.
- Faculty from more departments participate in assignment design.
- Faculty are satisfied with the assistance of embedded library partners in the development of their assignments and courses.
- Faculty are influenced by embedded library partners in the development of their assignments and courses.
- Faculty value library instruction sessions for their students.
- Faculty value the libraries as a teaching partner.
- Students value library instruction sessions.
- More faculty introduce and reinforce information literacy learning outcomes through assignment design and scaffolding.
- More graduate students participate in library workshops and instruction sessions.
- More faculty attend library workshops.
- Faculty value library workshops.

UNLV's Top Tier Goal: Academic Health Center

UNLV's School of Medicine, in collaboration with other health-related units on campus and with external partners, will foster cutting-edge research, use a creative curriculum and provide top-notch clinical programs.

University Libraries will develop a next-generation Health Sciences Library incorporating state-of-the-art technology while remaining high-touch among students, faculty, practitioners and the southern Nevada community.

- Expand Health Sciences collections to support curricular and research foci.
- Participate in curriculum development to embed evidence based practice into problem based learning.
- Hire a librarian and plan initial library services at the VA hospital.
- Develop the space and the technology infrastructure for initial library services.
- Plan an integrated Health Sciences Library in the first academic building of the Medical School for faculty, students, practitioners and the community at large.

Key Measures of Success

- Faculty and students judge library collections as sufficient for their research needs.
- Faculty judge library collections as sufficient for curricular needs.
- University Libraries' budget is sufficient for initial library services at VA Hospital.
- Initial library services delivered and space and technology infrastructure planned at VA hospital.
- Integrated Health Sciences Library planned for the first academic Medical School building is judged sufficient in space and services for the Medical School, related health sciences and the community of practitioners.
- Medical School Faculty and Researchers value library staff.
- Faculty, students, practitioners and community are satisfied with initial library services.

UNLV's Top Tier Goal: Community Partnerships
UNLV will stimulate economic development and diversification in, and enrich the cultural vitality of, our community by deepening and expanding reciprocal connections with our partners and leveraging our unique strengths to collaborate locally, nationally, and internationally.

University Libraries fosters the intellectual, cultural, and economic development of the region with collections and services that advance knowledge and scholarship about the region, support regional businesses and industries, and prepare the region's K-12 students for UNLV.

- Offer expert consultations and training in specialized library databases to regional businesses and industries to support economic innovation in southern Nevada.
- Develop partnerships with community leaders, the gaming industry, and regional organizations to collect oral histories, archives, and other primary sources that document their impact and activities.
- Provide research support, fellowships, and individual consultations to scholars across the globe interested in studying Las Vegas and southern Nevada, and to those who create new forms of scholarship or media based upon UNLV research and library collections and consultations.
- Foster new scholarship about gaming and southern Nevada by providing research consultations, publishing opportunities and travel fellowships to scholars around the globe who seek access to the University Libraries specialized holdings.
- Compile and publish timely, accurate and comparative data about gambling and gaming industries locally, nationally, and internationally.
- Collaborate with regional organizations and institutions to engage communities in discovering, discussing, studying, and preserving regional history and related issues of concern.
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- Continue programming with Clark County School District teachers and librarians to assist them in preparing K-12 students for academic success at a research university.
- Create intellectual and cultural exhibits and events to educate and entertain the UNLV campus and the broader community.

- Continue to develop national and international partnerships with other research libraries and the library information industry.

Key Measures of Success

- Community members express the value of the Libraries' programs and events in their own words.
- Additional number of non UNLV users of library collections, expertise, and services.
- Researchers value the breadth, depth, relevance, and accessibility of the Libraries' resources and library faculty expertise.
- Faculty contributors, potential donors, and regional entities value the Libraries as a key partner in preserving and promoting regional history.
- Clark County School District teachers and librarians judge engagement with the Libraries as valuable.
- Participation in library events provides more library friends and donors.
- The Libraries' participation in national and international partnerships add measureable value to library operations and services.

UNLV's Top Tier Goal: Infrastructure and Shared Governance
UNLV will continually develop and leverage the conditions necessary for its success, which include an effective organizational structure, state-of-the-art infrastructure, a service oriented culture, meaningful faculty engagement in shared governance, and the capacity for informed decision-making and informed risk-taking.

University Libraries continues to enhance its robust infrastructure to support evolving methods of research, scholarship, and creative activity across UNLV's disciplines.

- Strengthen investment in Libraries' IT infrastructure to deliver on its fundamental mission to ingest, describe, organize, manage rights, preserve and provide seamless discovery and robust access to all its evolving collections; print, electronic and media.
- Respond to user demands for services through assessment and refinement of existing library portals, platforms and virtual services, and in applying appropriate new technologies and tools that are informed by user preferences and focused on research, academic success and lifelong learning.
- Create new and engaging methods for integrated support of research.
- Recruit, develop and retain diverse library staff who share the Libraries' values and create a climate typified by diversity and inclusion.
- Implement a cloud based Library Services Platform to replace existing Integrated Library System for the Libraries.
- Improve public spaces to accommodate variety in group and individual learning needs.
- Address staff space challenges in Lied Library.
- Increase the frequency of communication with the campus and the external community to show the Libraries' value and impact.

- Continue to develop a pipe line of donors for annual giving and develop a management plan for major gifts.
- Further develop a user centered culture of assessment throughout the Libraries that incorporates both data and outcome based measures.

Key Measures of Success

- Users value services from a variety of locations/mobile devices.
- Users value 24/7 access to collections and services.
- Users value and utilize new technological components available in the libraries.
- Library staff are satisfied with the extent of IT infrastructure needed to evolve services.
- Users continue to rank the Libraries as the most responsive and service oriented unit on campus.
- Users judge library spaces sufficient for their learning, social and research needs.
- Users heavily utilize library facilities.
- Staff rate the Libraries as a place they enjoy working.
- Develop a diversity plan to recruit, develop and retain library staff who share the Libraries' values.
- More major gifts.
- More dollars raised from major gifts.
- More financial and in-kind donations from the community.