

Vision

The UNLV 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.

We solicit direct feedback through regular surveys of undergraduates, graduate students and faculty. We 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, we collect data that can show 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 our 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;
- 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.

These include:

- Build new and manage existing collections.
- Provide access to resources, staff, and services.
- Maintain the information technology infrastructure.
- Maintain the currency of our websites and integrity of our discovery tools.
- Order, pay for, catalog and process information resources collections in all formats.
- Offer frontline and virtual service to users.
- Provide expert research and information assistance.
- Educate users.
- Manage human and financial resources.
- Maintain external relations program that includes communications, publications, and donor cultivation and stewardship.
- Maintain clean, secure, and inviting physical spaces.

Direction 1: Collaborate with faculty and others to identify, create, and contribute to initiatives that focus on student recruitment, retention, progression, and completion.

Actions:

- 1.1 Collaborate with campus groups to integrate library collections and services into co-curricular educational experiences for students.
- 1.2 Use curriculum mapping to strategically identify and negotiate ideal areas for information literacy integration into academic programs, particularly at the middle and end of a student’s academic experience.
- 1.3 Pursue and design effective digital learning objects to integrate into instruction.
- 1.4 Work with graduate teaching assistants (including possible collaborations with the Graduate College) to improve information literacy outcomes for undergraduate students.
- 1.5 Pursue studies that document value and impact of information literacy integration or user interaction with the library on retention, progression, completion and/or decision to enroll.
- 1.6 Collaborate with faculty to design courses that promote research with materials in Special Collections and branches.
- 1.7 Support the educational objectives of CoRE by developing faculty development for research-based learning in the curricular and co-curricular environment.
- 1.8 Engage library staff in determining the Libraries’ role concerning educational initiatives such as WebCampus, online education, and massive open online courses.

Outcomes:

Faculty introduces and reinforces information literacy learning outcomes through assignment design and scaffolding.

Measurement: content analysis of syllabi and assignments

Undergraduate and graduate students describe how the UNLV Libraries has impacted their success as students.

Measurement: focus groups/student examples

Undergraduate students demonstrate improved information evaluation skills in their assignments.

Measurement: comparisons of milestone course work against ENG 102 baseline

Students use library resources through WebCampus.

Measurement: click throughs, if possible/increased WebCampus templates with library resources

Users judge implementation of technology in library spaces to be cutting edge.

Measurement: survey

Direction 2: Ensure commercial collections (including data, media, born-digital, local documents, tech reports, etc.) are available and aligned with areas of research, curricular foci, UNLV strengths, and state/regional economic needs, and deliver in desired format/channels at time and point of need.

Actions:

- 2.1 Identify collection needs, and the services, strategies and resources necessary to address them.
- 2.2 Develop a comprehensive plan for collecting regional content, in multiple formats, that matches UNLV's research interests and its role in documenting the region.
- 2.3 Communicate with campus on collections issues and developments, such as economic realities of budget, specific resources, and scholarly communication developments.
- 2.4 Develop a library-wide digital collections content strategy that addresses priorities for acquiring, digitizing, migrating, and managing commercial content in all formats, including streaming media and mp3 files.
- 2.5 Develop strategies for managing risk, fair use, licensing and rights for digital assets and their delivery.
- 2.6 Develop a collaborative strategy to address collection backlogs and ensure all holdings are discoverable in Summon and WorldCat.

Outcomes:

Faculty and students judge collections to be sufficient for research, teaching, and learning.

Measurement: collections use data, and survey

Faculty and campus administration support and defends the allocation of funds to the library for effective collections materials and access, within the constraints of the university's overall budget.

Measurement: collect evidence of campus consultation with the library on budget needs and strategies

Faculty understands the concept and benefits of open access.

Measurement: faculty survey

Direction 3: Undertake focused planning and sustained expansion of infrastructure to support the acquisition and delivery of unique digital assets that support UNLV's research and educational agenda and that document our region.

Actions:

- 3.1 Develop a library-wide digital collections content strategy that addresses priorities for acquiring, digitizing, and managing unique digital content in all formats, including UNLV faculty publications, research data, audio and audio-visual media, images, maps, government documents, and archival materials.
- 3.2 Develop a plan to grow content and identify new collection areas for the Institutional Repository (IR) and market it strategically.

3.3 Create effective and coordinated organizational structures and workflows to support the acquisition, digitization, preservation, and delivery of the Libraries' digital assets.

3.4 Develop infrastructure for collecting, preserving, and delivering born-digital archival collections, web archives, and digital media.

3.5 Develop strategies for managing risk, fair use, licensing and rights for digital assets and their delivery.

Outcomes:

Faculty in identified departments increase contributions to Digital Scholarship @ UNLV.

Measurement: after identifying key departments, measure number of new publications over 2 year period and compare to previous period

Researchers value the breadth, depth, relevance, and accessibility of UNLV's unique digital assets.

Measurement: survey

Library faculty and staff show increasing awareness of national standards, best practices, and trends for acquiring, managing, and describing unique digital assets, and for using these materials in teaching and research.

Measurement: interview those involved and collect examples

Faculty contributors, potential donors, and regional entities recognize the Libraries as a key partner in the preservation of unique, digital research content for long-term accessibility.

Measurement: collect examples

Direction 4: Assess and refine existing library website and other end-user interfaces and virtual services, applying appropriate new technologies and tools and informed by user preferences, with a focus on end-user self-sufficiency for research and lifelong learning.

Actions:

4.1 Continue to support and adopt responsive design principles to ensure the library website works optimally across all devices and platforms.

4.2 Investigate approaches for providing Questions and Answers to the most frequently asked questions in the library.

4.3 Develop system for web user feedback on website ease of use, design, etc.

4.4 Implement and assess online instruction for patrons and staff to facilitate effective use of Quick Search.

4.5 Identify a process for ensuring effective internal and external communication about changes in web content and organization.

4.6 Review/revise main and branch home pages to better expose research tools and resources, in context of library-wide guidelines for page functionality and structure.

4.7 Assess effectiveness of current mobile access and services, and perform needs assessment for future development.

4.8 Evaluate functionality and assess usability of methods and platforms for the discovery and access to digital content, and for supporting research in Special Collections/unique collections.

4.9 Encourage and support staff engagement with and use of Drupal.

Outcomes:

Users demonstrate ease in navigating the site.

Measurement: usability

Graduate students select a range of research tools.

Measurement: usability

Users judge the site (or site components) an effective tool for research, as well as graphically appealing.

Measurement: survey

Users judge library virtual includes mobile services responsive to their preferences and meet their research (academic) needs.

Measurement: survey interview

Users demonstrate effective use of multiple library resource interfaces (including summon, special, branches).

Measurement: usability

Direction 5: Monitor and evolve physical spaces to ensure they respond to and are informed by next-generation technologies, user expectations, and patterns in learning, social interactions, and research collaboration.

Actions:

5.1 Develop content, policies and procedures for exhibiting physical and digital materials in the exhibit gallery and multipurpose room.

5.2 Implement signage, way-finding, and display systems.

5.3 Complete Lied space planning and redesign of instruction classrooms to meet staff and user needs for the next ten years.

5.4 Develop a structure and process to maintain physical spaces and integrate their evolution into ongoing operations.

5.5 Assess and communicate impact of space changes to library staff and the campus community.

5.6 Integrate security and safety audit into space planning and ongoing operations.

Outcomes:

Users judge library spaces sufficient for their learning, social, and research needs.

Measurement: survey

Users rate the Libraries as the most responsive and effective space on campus.

Measurement: survey

Users quickly find directional, promotional, and events information.

Measurement: survey, way finding study

Users judge changes in Lied Library spaces as positive improvements.

Measurement: survey/focus group

Direction 6: Encourage, support, and recognize staff innovation across the organization to emphasize experimental approaches in initiatives designed to effectively support our users.

Actions:

6.1 Create process to fund and assess multiple experimental/pilot projects to stimulate innovation and support users.

6.2 Communicate and recognize innovation that is happening across the Libraries to encourage collaboration.

6.3 Convey across the Libraries what we are learning through innovative projects.

6.4 Identify goals for innovation and define what success looks like.

6.5 Identify strategies and goals for staff and public experimentation with cutting edge technology in Lied Library and branches.

6.6 Develop tools and professional development opportunities for staff to learn and understand the idea of innovation.

Outcomes:

UNLV Libraries and users recognize/value/judge new services and library programs as useful in their information discovery and research endeavors.

Measurement: survey

UNLV Library staff identify and share collaborative cross-divisional or cross-campus opportunities that could be considered “innovative.”

Measurement: numbers of cross-dept, cross- div, or cross-campus “innovative” projects identified; number of such projects which are actually initiated

UNLV Library staff demonstrate an understanding or form a conception of “what” innovation is; form a conception or opinion of “things” (services, programs, technologies, workflows) that they feel could be distinguished or considered innovative.

Measurement: survey; number of discussions occurring on “innovation”; number of “things” conceived of as innovative (whether in the past, or looking toward the future)

Direction 7: Address changing institutional and organizational directions through training, recruitment, and retention strategies.**Actions:**

- 7.1 Align recruiting language and materials to reflect changes in library and campus directions.
- 7.2 Administer pulse/climate staff survey at least once a year and compare results with previous surveys.
- 7.3 Identify skills needed in organization to support changes in technology, organizational direction etc.

Outcomes:

Staff identify alignments of current library and campus priorities with recruitment materials.
Measurement: documentation of examples

Staff recognize organizational support for skill development.
Measurement: pulse survey data shows improvement from previous pulse survey

Staff rate library as place they want to work.
Measurement: pulse survey data shows improvement from previous pulse survey

Staff identify skills needed by staff to move forward with organizational goals.
Measurement: survey

Direction 8: Contribute to institutional mission through programming, services and partnerships that engage our external communities.**Actions:**

- 8.1 Develop partnerships and deliver programming for k-12 educators and students with a focus on integrating research-based learning into the curriculum and recruitment of well-prepared students.
- 8.2 Create and implement workshops and other initiatives aimed at specific segments of the external community.
- 8.3 Create oral history projects to engage and document Las Vegas's diverse communities.
- 8.4 Investigate, develop and promote services for UNLV Alumni, including services for distance alumni.
- 8.5 Promote staff awareness and support in their ambassador roles around programming for external communities.
- 8.6 Engage regional communities in partnering with the Libraries to document and preserve their histories.
- 8.6 Work with campus to support the state's targeted economic development areas.

Outcomes:

Targeted external communities judge engagement with the libraries as valuable.

Measurement: workshop and event assessments

External communities value the Libraries' mission to document the region.

Measurement: assessment of media coverage/documentation of examples

External communities support the Libraries with financial or in-kind contributions.

Measurement: measure and compare

Direction 9: Support faculty and staff as they collect, analyze and use data and other assessments for continuous improvement, to document and share the Libraries' value to the institution, and to conduct research of value to the library profession.

Actions:

9.1 Explore techniques utilizing technology or software packages to better depict the library with data.

9.2 Conduct a needs assessment to determine support needed for library faculty and staff in this area.

9.3 Plan and conduct staff training and discussion on assessment including department assessment plans/goals, formulating desired outcomes, and how to document success/performance/value.

Outcomes:

Staff use data to make decision and analyze user trends.

Measurement: documentation of use

Campus stakeholders judge the library to be engaged in continuous improvement.

Measurement: survey

Library faculty demonstrates comfort with a variety of methods as they conduct research exploring library value.

Measurement: documentation of examples

Direction 10: Communicate Libraries' value and expertise to campus and external communities.

Actions:

10.1 Build brand identity and affinity by integrating the new design concept/family and consistent messaging in all printed and electronic communications and marketing materials.

10.2 Develop a content strategy with messaging and target audiences for effective use of social media throughout the libraries.

10.3 Increase the visibility of UNLV Libraries by taking advantage of emerging opportunities for positive exposure in campus, local and national news media.

10.4 Offer targeted campus and community outreach programs and events that promote the Libraries' resources, programs, services and experts, and assess success.

10.5 Evaluate sustainability and effectiveness of the Libraries' Campus Communication & Marketing Committee's efforts to coordinate distribution of information to end users and campus.

10.6 Evaluate sustainability and effectiveness of the Libraries' External Relations Office's efforts to communicate to external constituents the value and impact of UNLV Libraries and its centers.

10.7 Demonstrate through case stories that are published in the Libraries' campus and external publications how donations help the Libraries sustain and add value to its programs and services to all users.

Outcomes:

Community members express the value of library's programs and events in their own words.

Measurement: survey, email follow-ups, event response cards

News media select stories about the library (services, staff, resources, etc.) to share with the community.

Measurement: count: increase in types of outlets and overall number of news and feature stories about UNLV Libraries

Faculty judge the library of high value to their research and scholarship.

Measurement: count of number of library collaborations in research events or projects/survey

Users (both campus and external) choose/value multiple avenues of engagement with the library's message.

Measurement: count numbers of users opening newsletters and newsletter items; number of interactions through social media; number attending events/survey on use of different media, and perceived value

Direction 11: Maintain and enhance the Libraries' overall IT infrastructure to provide library users and staff with the secure, mobile and unified 24/7 access expected from a 21st century academic research library.

Actions:

11.1 Research, recommend preferred choice, and implement next generation Integrated Library System (ILS) / Library Services Platform and evolve according to standards and new technologies.

11.2 Investigate, implement, and develop technology infrastructure for functions such as a library directory system, room scheduling, showcasing collections and other exhibits, streaming media, visualization of data, mobile access, etc.

11.3 Investigate support requirements and develop and share expertise in supporting Apple OS X- /iOS environments.

11.4 Research, recommend preferred choice, and implement next generation media distribution system to provide 24/7 streaming access, to the degree copyright and resources allow.

11.5 Research and recommend preferred choice for self-check, inventory and security technology.

11.6 Investigate and implement an archival collection management system.

11.7 Develop a mechanism to actively support staff with technology selection.

11.8 Investigate and implement technology infrastructure needed to join Hathi Trust.

11.9 Partner with OIT in the planning, installation, testing, and activation of a next-generation wireless network.

Outcomes:

UNLV Library end-users recognize, employ, and utilize new technological components activated in the libraries (e.g. wireless network, way finding).

Measurement: survey, statistics, purchase orders of new technological hardware/software, or introduction of services with a heavy technology footprint

UNLV Library staff discuss, identify, and select major new systems associated with the Libraries' service mission (e.g. such as a LSP, media distribution system, archival management system, inventory management components).

Measurement: evidence of completed steps in associated staff investigation team charges with such systems; vendor visits; drafted recommendations and reports

UNLV Library users recognize, access, and value services from a variety of locations/devices. (e.g. trying to get at the overall mobile, 24/7 reference in the direction verbiage).

Measurement: survey

Direction 12: Support the campus aspiration of achieving tier 1 status by creating the research library of the future.

Actions:

12.1 Partner with CoRE initiative to embed library faculty in research clusters.

12.2 Support need for grants information by including grant resources into disciplinary research portals.

12.3 Diagnose an appropriate role for the library in data life cycle management.

12.4 Develop a strategy to acquire and manage commercially available data sets as well as data from regional/state agencies.

12.5 Contribute to faculty and graduate student research through consultation services and professional development opportunities.

12.6 Provide consultation services to UNLV community regarding legal and disciplinary best practices for open access dissemination of scholarship and data.

Outcomes:

UNLV researchers value and use research support services.

Measurement: user survey: count of number of requests for consultation, use counts of other library services that enhance research such as collection use

Campus understands the library's role in data lifecycle management and how it fits with broader campus strategies relating to data management.

Measurement: focus groups; survey

Campus administration recognizes library research support services as an asset to UNLV tier 1 aspiration.

Measurement: collect examples of library involvement/invitation to campus committees/groups that pertain to enhancing research and UNLV's move to tier 1 e.g. being involved in more grants, being involved in new faculty recruitment, being at table with CoRE faculty; Campus enhances support of the library through new positions, more collection dollars