

**UMASS AMHERST LIBRARIES
THREE-YEAR PLAN
2015-2017**

UMass Amherst Libraries Mission Statement:

As a gateway to knowledge, the Libraries are key partners in teaching, learning, and research at UMass Amherst and in the Commonwealth of Massachusetts. Supporting freedom of inquiry, the Libraries foster a diverse and inclusive environment in which to engage with ideas and acquire the critical skills necessary for lifelong learning. By combining the latest information technology with excellent public service, the staff build and maintain a rich information environment, facilitate access to it, and create a hub of campus and community scholarly activity.

I. Library Culture: User Centered. Data Informed. Welcome Focused.

User Centered: The Libraries focus on the user experience, fostering fruitful connections and serving as virtual and physical town squares for community members to do work that benefits the university and the citizens of the Commonwealth. Staff embrace and embody library values: freedom of inquiry and equality of access. As a land grant institution, we are committed to outreach; library staff share the goal that all users, everywhere, feel empowered in their pursuits by having access to information.

Data Informed: The Libraries are responsible resource stewards. We engage in continual evaluation of our work to make sure that resources are appropriately invested. Data is critical to our decision-making, advocacy, and communication. We collect and analyze data about the use of our collections, spaces, and services. We also review current data on research libraries trends. We use these data to make evidenced-based decisions that improve the user experience. Accountable to our users and the public, we openly share assessment data.

Welcome Focused: The Libraries are the gateway to higher learning in the Commonwealth. With more than one and a half million visitors annually through our physical doors, and the highest webpage traffic for the entire umass.edu domain, we are the most frequented destination for the flagship campus, a testament to our hospitality ethic and the broad support we offer across disciplines and throughout the research process. The Libraries provide programs that bring diverse constituents into digital and physical environments designed to promote the exchange of ideas and the sharing of methods. In an increasingly collaborative environment, the Libraries' long track record of partnering for the common good broadens access to resources and services. Our workspace culture is inclusive and diverse, a reference point that strengthens our services to users and makes the library a place where people choose to work and collaborate.

II. Establish UMass Amherst as a Destination of Choice

Campus Goal: UMass Amherst graduates will be known as individuals who have excelled in a challenging environment, participated in rewarding and diverse intellectual and applied experiences, and succeeded in setting and achieving high expectations. They will be known as innovative thinkers and problem solvers, effective communicators, valued team members, and socially aware and responsible citizens.

Libraries' Goal: The Libraries are a physical and virtual destination of choice, woven seamlessly into users' lives. The Libraries create services and produce spaces that facilitate academic work, provide access to resources, and curate unique collections that enhance the teaching, learning, and research of our users wherever and whenever they seek knowledge. We contribute to a complete educational experience and we help to prepare students for lives as responsible global citizens.

Library Objectives:

1. ***Support curricular coherence:*** We are active partners in campus-wide efforts to assess and improve student learning outcomes. We collaborate with faculty to improve student learning by embedding librarians and library resources into teaching and learning pathways. Collecting and analyzing data focuses and strengthens our relationships with academic and technical units in support of teaching, learning, and research.
2. ***Lead knowledge sharing & access:*** The Libraries help users find, access, and evaluate the resources they need in support of coursework and research. We develop critical thinking and inquiry by teaching students to effectively and ethically utilize an expensive and expansive array of resources.
3. ***Advance active and applied learning:*** The Libraries provide innovative services and facilities that support active and applied learning. We offer staff support, spaces, and tools for peer-to-peer learning, collaborative study, and independent inquiry that fosters knowledge creation. The Libraries host events to promote experiences and personal interaction among students, faculty, scholars, and the community.
4. ***Support the undergraduate research experience:*** The Libraries support undergraduate research by supplying materials at the times and places they are needed. We recognize excellence in undergraduate research through financial awards, giving public recognition, and showcasing student work.
5. ***Career development and preparation:*** In a world of high digital content production and consumption, the Libraries teach students to become information literate and digitally fluent, and to utilize skills that support lifelong learning and success. We focus library programs and services with comprehensive student learning outcomes assessment in view.
6. ***Creating capacity for educational effectiveness:*** The Libraries support curricular innovation by offering instruction and peer learning opportunities for faculty,

lecturers, and graduate students. The Libraries seek to deepen our assessment of information literacy student learning outcomes by working with instructors.

III. Establish UMass Amherst as an Investment of Choice

Campus goal: UMass Amherst is known as an innovative, responsive, and rewarding partner for investment with clear areas of national and international research strength, and the capacity to work collaboratively in creating knowledge and putting ideas to work for the Commonwealth.

Libraries' goal: The Libraries serve as a catalyst for the creation of knowledge by providing tools that support research within the expanding universe of digital scholarship. The Libraries lead efforts to manage, disseminate, and preserve the campus's scholarly record. The development of new technologies and their integration into the academic enterprise is rapidly transforming the means by which faculty and students achieve their research goals. The Libraries are responding to this changing scholarly environment by strengthening our digital infrastructure and transforming the services and tools we offer.

Library Objectives:

1. ***Disseminate knowledge and increase awareness of campus research and scholarly activities:*** The Libraries continue to collect, manage, share, and preserve the campus's research products, creating a vital and publically accessible resource. We also continue to build our special collections and archives, digitizing unique materials so that they are publically accessible.
2. ***Lead information literacy education:*** The Libraries place a premium on helping users find, access, and evaluate the resources they need that support lifelong learning.
3. ***Support emerging research needs:*** In consultation with faculty throughout the scholarly research life cycle, we provide access to materials needed, collect and curate the products of research, and provide effective management to share scholarship. The Libraries actively promote, support, and endorse new models of scholarship, and respond to the rapidly rising need for appropriate management of research data across the disciplines. We collaborate with the campus community on interdisciplinary research endeavors. Library resources, spaces, and services should be part of campus conversations about program expansion to ensure that the Libraries can effectively support emerging needs.
4. ***Provide access to resources:*** The Libraries provide access to unique digital collections of scholarly significance and to licensed resources that enrich the teaching and research environment. We expand access to resources through strategic relationships that facilitate borrowing of materials not owned locally. We are committed to eliminating barriers to information access that have an adverse impact on teaching, learning, and research. We continue to build collections, placing emphasis on digital resources to provide users with access to desired information

anytime from anywhere. The Libraries strive to ensure that students and faculty know of and have access to the library resources and services they need.

5. ***Support excellence in graduate education and research:*** In addition to providing necessary resources and services for graduate work such as instructional support, the Libraries are moving forward to create a Graduate Commons, a much-needed library workspace for graduate students.
6. ***Promote library collections and campus research:*** The Libraries promote collections by using technologies that make our unique archival, special, and research collections more discoverable. We host events to promote experiences and personal interaction among students, faculty, scholars, and the community, encouraging practice and research in campus research priorities such as social justice and interdisciplinarity.
7. ***Lead open access initiatives:*** The Libraries continue to seek opportunities and investments in open access resources, such as our Open Education Initiative, Open Access Fund, hosting open access journals and conference proceedings, and the continued promotion of our campus research. These initiatives bring more visibility to student and faculty work, and make more resources openly accessible to the public.
8. ***Provide library services to the greater community:*** The Libraries continue to work with local communities to preserve their unique collections and cultural heritage so that this material can be shared with a wider audience. We also support relationships with business and industry through services such as a makerspace, 3D printing, and patent searching.
9. ***Share best practices with our professional community:*** The Libraries facilitate professional development of a broader professional community through peer-to-peer learning for librarians, opening professional development opportunities to our Five Colleges colleagues, and opening our facilities to visiting library constituents.

IV. Mobilize for Success

Campus goal: Future success [of UMass Amherst] will rely on mobilizing the campus around a new financial model adapted to new realities and capable of supporting investment for another generation of innovation.

Libraries' goal: As a unit that serves every department on campus, the Libraries are keenly aware that we need to be effective stewards of the resources entrusted to us. The Libraries continually examine services, resources, spaces, and staffing models to ensure that they support the UMass Amherst community and citizens of the Commonwealth.

Library objectives:

1. ***Cultivate community relationships:*** The Libraries continue to form productive alliances and reach out to other libraries, both within our local communities and in the international community of research universities. The Libraries engage with

- appropriate partners in the preservation of the Commonwealth's heritage and in other collecting areas that reflect the mission, values, and history of the university.
2. **Energize strategic relationships:** The Libraries serve as a "commons" for the campus to form and lead partnerships that benefit the university. The Libraries continue to engage appropriate partners and consortia to manage and share data and scholarly output.
 3. **Stimulate innovation:** The Libraries demonstrate creativity in pursuing opportunities for new and expanded partnerships and services. The Procrastination Station Café, Univ 190L "Demystifying Library Research" course, poster printing, makerspace, and 3D printing are all examples of innovation and creative partnerships.
 4. **Broaden philanthropic relationships:** Fundraising is essential to the Libraries. It provides essential opportunities to engage donors and encourage investment through the cultivation of leadership gifts, planned gifts, and gifts-in-kind. The Libraries will continue to identify sources of funding from corporations, foundations, grants, and individual donors.
 5. **Encourage efficiency and effectiveness:** The Libraries continually examine services and staffing patterns to maximize organizational efficiency, comply with best business practices, and support continuing and emerging campus needs that contribute to our institutional success. This includes collaborating with internal and external partners in ways that enhance organizational capacity to innovate, reduce redundancy, and adapt to a constantly changing environment.
 6. **Resource allocation:** The Libraries will continue to build upon a strong track-record of using assessment to evaluate resources, services, and spaces we provide to ensure an appropriate return on investment.
 7. **Invest in staff and take full advantage of their knowledge, insights, and efforts:**
 - a. **Identify new competencies and develop flexible skillsets:** The Libraries establish benchmarks and define key proficiencies that allow staff to develop skills needed to adapt to a rapidly changing environment. We encourage and promote staff development initiatives that take advantage of technology, enable greater cross-functional support and maximize organizational flexibility.
 - b. **Encourage innovation and reward excellence:** The Libraries examine structures and policies to enhance staff ability to innovate and adapt to a rapidly changing environment. This includes recognizing significant staff contributions in services, practices, and workflow effectiveness that enhance the user experience.
 - c. **Share workplace and organizational knowledge:** The Libraries recognize the importance of sharing, preserving, and documenting the applied skills and specialized knowledge possessed by our staff. We strive to establish a culture of mentoring across all levels of the organization and in processes through which skills and areas of strategic overlap can be transferred to the next generation.

- d. ***Promote diversity as a strategic necessity in staffing, service provision, and collections:*** Diversity in staffing, services, and collections increases the Libraries impact. The Libraries promote organizational policies and best practices that foster a healthy organizational climate and diversity of all types. We are committed to recruiting and retaining a well-qualified, high performing, knowledgeable, and motivated workforce.

V. Conclusion

The Libraries continue to foster a diverse culture that supports collaboration, responsiveness, innovation, and assessment that supports excellence in learning and research, anticipates user needs, and aligns with the mission, goals, and success of UMass Amherst. Responding to financial and technical imperatives affecting higher education institutions, the Libraries will continue to transform services and tools to realize the full potential of a 21st century academic library. This Three-Year Plan is ambitious in scope and scale. It responds to major issues affecting the University. Moving the Libraries forward will continue to adopt new technologies and models for delivering content and services to users wherever and whenever they are needed. The Libraries will continue to be user focused, working in partnership with faculty and students to address the very real challenges and transformations we face together.