University Libraries
Strategic Plan: 2010-2015

Vision:

The University Libraries is a national model of excellence, exemplified in its physical and virtual prominence as the academic and cultural hub of UMKC.

Mission:

The University Libraries is an essential partner in intellectual discovery, knowledge creation, and empowerment.

Values:

• We value and respect the individual
• We value working together
• We value the creation and preservation of information
• We value the power of sharing knowledge

Executive Summary

The UMKC University Libraries function in a dynamic environment responding to the learning and research needs of the UMKC students, faculty, staff, and users from the greater community. Changes in scholarly communication, learning environments, and technology coupled with recent trends in practical, collaborative learning and interdisciplinary scholarship demand an agile and responsive organization to meet the expectations of the academy. The faculty and staff of the University Libraries have embarked on extensive environmental scans to understand trends in librarianship, publishing, and technology as well as library user expectations and needs here at UMKC. Focus groups, surveys, and interviews have provided valuable information to guide our plans for improving our library facilities and technologies, expanding our physical and electronic collections, delivering services and instruction to library users, and fostering a workplace where innovation, achievement, personal growth, and respect for others are celebrated.
University Libraries Long-Term Objectives—5 Year Plan (2010--2015)

By 2015, the UMKC University Libraries, an essential partner in learning and research, will be a campus presence characterized by the following statements:

A. FACILITIES: The University Libraries’ facilities welcome library users with comfortable, inviting spaces and furnishings and state-of-the-art technologies to optimize learning, research, and collaboration.

B. VIRTUAL LIBRARY: The University Libraries provide a dynamic online presence that empowers users in knowledge discovery.

C. COMMUNICATIONS: The University Libraries engages in meaningful communication with our stakeholders by creating and maintaining effective channels for communication, dialogue, and assessment.

D. COLLECTIONS: The University Libraries is focusing on and building library collections, both physical and electronic, that support the university’s programs and priorities.

E. SERVICES: The University Libraries enhances learning and research priorities of UMKC through services offered at the point of need and development of life-long information literacy skills.

F. WORK ENVIRONMENT: The University Libraries engender a work environment that encourages creative thinking and action.

University Libraries Goals—5 Year Plan (2010--2015)

Long Term Objective:
A. FACILITIES: The University Libraries’ facilities welcome library users with comfortable, inviting spaces and furnishings and state-of-the-art technologies to optimize learning, research, and collaboration.

Goals:
1. Seek funding for capital projects and facility upgrades
2. Complete the robot addition to Miller Nichols Library
3. Complete renovation of Miller Nichols Library
4. Plan for classroom addition
5. Execute and refine as needed the communication plan for the MNL construction project that links to the general communication plan
6. Prepare and move collections for storage in the automated storage/retrieval system (robot)
7. Implement technology and logistics of using the robot to house collections
8. Plan and implement new technologies and their support in the new MNL
9. Re-locate staff and services for renovation phasing while maintaining a safe and comfortable environment for library users and staff
10. Prepare long-range space needs for HSL and Dental Libraries
11. Plan and implement short-term upgrades to the Health Sciences and Dental Library facilities
Long Term Objective:

B. **VIRTUAL LIBRARY**: The University Libraries provide a dynamic online presence that empowers users in knowledge discovery.

**Goals:**
1. Maintain a dynamic Web site that evolves with relevant new tools
2. Monitor and evaluate new technological opportunities for improved services and communications
3. Plan for and implement new discovery and access tools
4. Enrich the online library catalog to improve discovery
5. Create and implement a digitization plan for our special collections
6. Create and implement a plan for enhancing access to our special collections
7. Continue active participation in MERLIN and MOBIUS initiatives

Long Term Objective:

C. **COMMUNICATIONS**: The University Libraries engages in meaningful communication with our stakeholders by creating and maintaining effective channels for education, dialogue, and assessment.

**Goals:**
1. Create and implement a library assessment plan that includes market research, environmental scans, data collection and analysis, and user feedback.
2. Execute and refine as needed a communications and marketing plan.
3. Educate library users about our resources and services.
4. Inform all library staff about library programming and encourage their active involvement.

Long Term Objective:

D. **COLLECTIONS**: The University Libraries is focusing on and building library collections, both physical and electronic, that support the university’s programs and priorities.

**Goals:**
1. Strengthen and expand the library liaison role in collection development.
2. Seek new funding sources for collections
3. Review and update the collection development plan
4. Enhance approval plans with shelf-ready receipt of materials
5. Proactively participate in curricular development and review
6. Lead a scholarly communications initiative for UMKC
7. Collaborate with the UM System and academic units in the creation and implementation of an institutional repository for the scholarly output of UMKC
8. Continue to build partnerships for group licensing of electronic databases
9. Maintain existing resource sharing initiatives and seek expansion of such programs
10. License electronic resources whenever feasible to meet the needs of the anytime/anywhere scholar
11. Establish a preservation plan to ensure the ongoing availability of our collections
Long Term Objective:
E. **SERVICES**: The University Libraries enhances learning and research priorities of UMKC through services offered at the point of need and through the development of life-long information literacy skills.

**Goals:**
1. Continue to provide appropriate and effective information delivery models.
2. Embed the library in academic and professional programs offered by UMKC.
3. Provide library instruction where it is needed to develop research and life-long learning skills.
4. Collaborate with other academic support units to provide library services.
5. Encourage the use of our special collections in the curriculum and by the broader community.
6. Develop a program of enhanced scholarly and research support (ScholarSearch@UMKC).
7. Provide library programming in conjunction with other University units or programs.

Long Term Objective:
F. **WORK ENVIRONMENT**: The University Libraries engender a work environment that encourages creative thinking and action.

**Goals:**
1. Actively engage staff in planning, programs and assessment.
2. Evaluate and identify new programs and services and identify staffing needs for them.
3. Continually assess and improve work flows and processing.
4. Seek funding to increase salaries to market rates.
5. Recruit and retain a diverse staff.
6. Invest in staff and professional development.
7. Celebrate accomplishments, creativity and risk-taking.
How the University Library Strategic Plan Advances the UMKC Strategic Plan

The University Libraries support the mission of the University and align the goals of the Libraries to those of the University.

UMKC vision statement

*UMKC will become a model urban research university characterized by signature graduate and professional programs, a dynamic undergraduate population, a highly diverse faculty, staff and student body, and active engagement with its city and region.*

Like the University, the University Libraries envision being a national model that is at the center of the academic life of the UMKC.

UMKC mission statement

*UMKC's mission is to lead in life and health sciences; to deepen and expand strength in the visual and performing arts; to develop a professional workforce and collaborate in urban issues and education; and to create a vibrant learning and campus life experience.*

As an essential partner with UMKC’s academic units, the University Libraries participate in creating a vibrant learning and campus life experience.

UMKC strategic goals and objectives

Goal 1: Place student success at the center

*To provide the optimal learning environment for all students: outstanding academic programs and experiences, seamless student support and a vibrant campus community.*

The University Libraries strategic goals align with the UMKC goals by:

- The University Libraries’ facilities welcome library users with comfortable, inviting spaces and furnishings and state-of-the art technologies to optimize learning, research, and collaboration.
  - Open up more space for library users to conduct research and collaborate.
  - Create vibrant, comfortable, inviting and flexible spaces that enable students to engage in learning and contemplation.
  - Provide technologies that prepare students for an increasingly technologically complex world.
- The University Libraries provide a rich array of physical and electronic resources with access via a dynamic online presence that empowers users in knowledge discovery.
  - Increase our library collections to support the curriculum.
  - Increase our electronic resources to provide access to information anytime and anywhere.
• Improve online discovery tools to improve access library resources.
• Use new Web-based technologies to communicate with and engage students interactively with library resources, services, and programming.

• The University Libraries enhances learning and research priorities of UMKC through services offered at the point of need and through the development of life-long information literacy skills.
  o Collaborate with faculty to embed life-long information literacy skills into the curriculum.
  o Create online learning opportunities to engage students at the point of need in their research and learning.
  o Highlight student research (e.g. SEARCH, theses/dissertations) in the institutional repository (MOspace).
  o Create a scholars research service that provides for specialized technologies, services, and resources to meet the evolving research and curricular needs.
  o Partner with other university units to enhance the student experience, e.g. Writing Center, Honors Program, and Women’s Center.

Goal 2: Lead in Life and Health Sciences

To attain national recognition for excellence in research, expand opportunities for clinical practitioner training and provide outstanding health care delivery.

The University Libraries strategic goals align with the UMKC goals by:

• Serve as an essential partner with the health science schools and programs to advance the life and health sciences mission of the University and the regional community.
  o Provide resources required for research in life and health sciences.
  o Provide resources and support for UMKC programs that address community health needs.
• Partner with faculty in the classroom to develop life-long information literacy skills.
  o Continue and enhance the Clinical Medical Librarian program to embed information literacy skills at the point of need.
  o Employ mobile technologies for information-seeking needs of the health sciences professional.

Goal 3: Advance Urban Engagement

To become a model urban university by fully engaging with the Kansas City community to enhance education, public health, the arts and economic development.

The University Libraries strategic goals align with the UMKC goals by:

• Partner with other cultural institutions and agencies to embed the University Libraries in the cultural fabric of the community and to share our rich intellectual and cultural assets.
Goal 4: Excel in the Visual and Performing Arts

To create excellent programs in visual and performing arts that are central to campus life and support Kansas City’s initiatives in entrepreneurship, urban education and innovation.

The University Libraries strategic goals align with the UMKC goals by:

- Enhance UMKC’s reputation as a national leader in artistic excellence.
  - Continue to build unique special collections of highlight Kansas City’s contribution to the American cultural heritage.
  - Seek grant and private funding to preserve our special collections for future generations.
- Collaborate with local and regional partners to provide community arts programming and experiences.
  - Develop programs and exhibits to enrich the teaching and learning of the university in the visual and performing arts.
- Partner with faculty in the classroom to develop life-long information literacy skills including the understanding of complex intellectual property issues for media resources.

Goal 5: Embrace Diversity

To celebrate diversity in all aspects of university life, creating inclusive environments, culturally competent citizens, and globally-oriented curricula and programs.

The University Libraries strategic goals align with the UMKC goals by:

- Cultivate an environment committed to civility and respect where all students, faculty and staff are empowered to pursue their personal, academic and professional goals.
  - Provide staff development opportunities that create an environment of greater cultural understanding and civility.
- Provide a diverse learning and life experience to create culturally competent citizens.
  - Develop programs and exhibits that celebrate diversity.
- Recruit and retain a diverse campus community.
  - Increase the diversity of library faculty and staff.
Goal 6: Promote Research and Economic Development

To produce world-class scholarship and creative activity, encourage entrepreneurship, foster innovation, increase technology transfer, and build relationships that create economic and workforce development.

The University Libraries strategic goals align with the UMKC goals by:

- Expand opportunities for extraordinary scholarship and creative activity.
  - Work with the Friends of the Library on their scholarship awards and programming.
  - Make faculty research, scholarship, and creative works available in MOspace.
- Create cross-disciplinary programs, at all levels, and align with strong community partnerships that support research, innovation and economic development.
  - Continue to offer our Community Information Program to meet the information needs of local businesses.
- Strengthen workforce development programs to address current and future market needs.
  - Continue work with the School of Information Science and Learning Technologies to develop new library professionals.