Strategic Plan
2008-2011

The University of New Hampshire Library

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Introduction

Today’s university libraries exist in an environment of institutional, instructional, economic, technological, and social change that drives higher education and society in general. In order for the Library to thrive in this environment we must be proactive and plan for our future. This Strategic Plan provides the map to keep us on course and moving forward over the next three years. It defines our direction, sets priorities for decision-making in times of constrained resources, and allows us to articulate our future and acknowledge our success.

The planning process involved all members of the Library faculty and staff. Drafts of each section were posted on an internal wiki for comments and discussion, followed by two Library-wide open meetings, which allowed everyone the opportunity to contribute their ideas and suggestions. The Plan is presented in two versions. The Strategic Plan presents a broad overview of the three Strategic Initiative Themes and the goals of each theme. The Operational Plan is a separate document that contains greater depth and provides the strategic activities for each goal along with the timeline for accomplishing the tasks.

The planning process is iterative and ongoing; assessment is an integral component of each program or project in the plan. The data gathered through the assessment process will be used to update, modify, or expand the Strategic Plan in order to accommodate the changing needs of current and future users, while addressing the University’s dynamic Strategic Plan and the evolving model of 21st century library service.
Who We Are

The University of New Hampshire Library is an essential and vital academic unit in a public land-sea-space grant university and thus serves the wider state community as well as the university’s students, faculty, and staff. We seek to maintain a balance among traditional collections, evolving services and emerging technologies. The UNH Library includes the main Dimond Library, four science branch libraries and library storage facilities.

Our Identity: Client-Centered and Future Oriented

The Library is distinguished for providing the personalized client-centered services of a small New England liberal arts college with the breadth and depth of collections, spirit of discovery, and civic commitment of a forward-looking, research-intensive state institution.

Our Vision: Intellectual Leadership

The Library will be a dynamic and adaptive organization that provides intellectual leadership and outstanding client-centered services to assist the UNH community, the state of New Hampshire and the wider scholarly community in the advancement of knowledge and creative expression. By providing optimum access to information regardless of its location or format, the Library will support the teaching and research missions of the University of New Hampshire in new and enhanced ways.

Our Mission: Partnership for Excellence

The Library fosters a culture of collaboration within the University and beyond. Working in partnership with a variety of UNH stakeholders and the wider library community, we
contribute to excellence in teaching, learning and research by providing convenient access to quality resources, offering user-focused programs and services, and creating a virtual and physical setting conducive to life-long learning.

What We Do

The Library supports the central themes of the UNH Academic Plan: Discovery, Engagement and Outreach, Resourcefulness, Institutional Effectiveness and Community:

1. We develop, preserve, and provide access to rich and diverse collections and partner with other institutions to expand the availability of scholarly resources in a cost effective manner.

2. We fulfill our teaching mission by collaborating with faculty and departments to develop instructional programs, services and environments that enable successful learning.

3. We facilitate critical inquiry, research, and discovery through professional expertise and innovative programs and technologies.

4. We provide digital information systems and services that integrate content with tools to enhance access and productivity. We extend our expertise to support creators and managers of content within the University community.

5. We promote leadership, innovation, collaboration and communication in a supportive environment to develop and sustain an effective workforce and efficient organization.

Strategic Initiatives

The overall plan focuses on three strategic initiatives or themes. Each of these themes represents a critical direction for academic and research libraries at the start of the 21st century:
1. Enhance access to information through 21st century services;
2. Build on our digital initiatives; and
3. Improve campus-wide scholarly communication.

Goals specific to each theme are prioritized; however, certain initiatives transcend specific themes and are considered to be essential to all aspects of this Strategic Plan. These are our Strategic Infrastructure Initiatives and include the following goals:

❖ The Library will develop an entrepreneurial culture by actively seeking funding to augment the library budget.
   a) The Library will create a Development Plan to guide fund-raising activities;
   b) The Dean will engage actively in fund-raising opportunities;
   c) The Library will provide training and opportunities for faculty and staff to participate in fund-raising activities.

❖ The Library will expand its culture of collaboration by seeking partners within and outside the university.
   a) The Library will take the lead in developing an Institutional Repository by partnering with CIS, the Office of Sponsored Research, the Deans and Faculty;
   b) Library faculty will explore research opportunities with faculty members campus-wide;
   c) The Library will explore partnerships with other campus units to enhance collaborative teaching and learning opportunities.

❖ The Library will develop a learning culture.
   a) The Library will provide funding and support for faculty and staff to acquire and update the knowledge and skills necessary to perform their jobs successfully in the rapidly changing academic library environment;
   b) The Library will encourage a collaborative learning environment where library faculty and staff share their expertise with colleagues through informal and formal workshops and other channels of communication.
c) The Library will provide a supportive environment to encourage faculty and staff to investigate, test and assess new technologies, strategies and services on a trial basis.

- **The Library will develop a culture of assessment.**
  a) The Library will develop an Assessment Plan to provide data on user needs and satisfaction, inform the decision making process, and provide evidence of support for the teaching, learning and research missions of the University.
  b) Library projects and services will develop an assessment component based on appropriate standards to measure quantitative outputs and qualitative outcomes.

- **The Library is committed to providing a secure environment for all information and data in its curatorial care.**
  a) The Library will ensure the security of sensitive data relating to our users, staff and systems;
  b) The Library shall promote the greatest possible access to, and fair use of, the library, archival, and museum resources in a manner that:
    1. protects the intellectual property rights for materials in its various collections in compliance with applicable laws;
    2. preserves resources for future generations of users; and
    3. recognizes the Library’s own rights and responsibilities as creator and owner of intellectual property.

**Strategic Initiative Themes**

**Initiative 1: Enhance access to information through 21st century services**

“As collections become more virtual, libraries are evolving, and their missions are changing. They are becoming an information commons, providing access to all forms of knowledge. They are also becoming cultural community centers, emphasizing a host of interactive activities, such as information literacy training, shared computing centers, group learning spaces, and wireless computing. Libraries need to integrate new experiences and interactions. Interactive environments emphasize orientation, hands-on activities, and creative patterns of flow. They function as centers for innovation, informa-
tion laboratories, and more. Libraries need to use these user-friendly techniques to help patrons navigate through the perpetual world of multi-dimensional information.\textsuperscript{1} The overall goal in this new environment is to provide enhanced access to information in ways that are meaningful to a third millennium university community.

Enhanced access to information includes a comprehensive catalog with easy navigation and transparent, integrated searching of catalogs, databases, and our own digital collections. Enhanced access to information allows users to retrieve full-text documents whenever possible, regardless of format or location. In today’s environment of rapid change and exponentially increasing information resources, one library cannot provide all materials needed by its constituents. It is necessary, therefore, for us to continue to build and maintain consortial relationships with other libraries to provide access to resources beyond our own collections. Enhanced access to information means that we will provide a space to work in and the equipment and support that our users need to create their own materials, alone or collaboratively.

\textbf{Goal 1A:} The Library will develop innovative and responsive services to meet the needs of current and future users.

\textbf{Goal 1B:} The Library will enhance access to collections.

\textbf{Goal 1C:} The Library will examine, reconfigure and evaluate physical space and equipment to maximize function and use.

\textbf{Goal 1D:} The Library will expand its cooperative relationships with other organizations to provide greater access to shared resources.

\textbf{Goal 1E:} The Library will expand the Information Literacy Program to provide different levels of instruction offered in a variety of teaching modes.
Initiative 2: Build on our digital initiatives

*Digital libraries and digital collections* refer to a set of activities surrounding the collection and on-line distribution of digitized and born-digital content. These activities include processing, structuring, describing, and preserving that content. As the amount of library-collected digital content has grown over the past 15 years, there has been a shift away from hand-curated, small-scale projects toward large-scale digitization, including the cooperative production and collection of digital materials within local, national and international initiatives. As part of the largest public university in New Hampshire, we in the University Library have an opportunity to take responsibility for the digitization and preservation of materials from our region for the benefit of our constituencies. We may also serve our University and State by providing leadership in coordinating the production and collection of digital materials, the dissemination of information about best practices and standards, and planning for long-term stewardship of the digital documents within our care.

**Goal 2A**: Establish the Library’s Digital Collections initiative as a core repository of University and New Hampshire materials.

**Goal 2B**: Provide the services, expertise, and educational resources necessary to support digitization and digital document creation efforts on campus and enable collaboration with potential partners.

**Goal 2C**: Establish the Digital Collections initiative as a permanent and sustainable program within the Library, including securing and developing the human, physical and technological resources appropriate to the scope of the initiative.
Initiative 3: Improve campus-wide scholarly communication

In 2002, the Association of College and Research Libraries (ACRL) launched its Scholarly Communication initiative, with the goals of “creating increased access to scholarly information; fostering cost-effective alternative means of publishing, especially those that take advantage of electronic information technologies; and encouraging scholars to assert greater control over scholarly communications.”

Among the many scholarly communication issues are author rights, the economics of scholarly resources, new models of publishing including open access, institutional repositories, rights and access to federally funded research, and preservation of intellectual assets. For this initiative, scholarly communication focuses on the range of issues surrounding the high cost of electronic journals, archiving electronic journals, intellectual property and licensing, and open access.

**Goal 3A:** The Library will take the leadership role in creating and maintaining a Scholarly Communication Center.

**Goal 3B:** The Library will promote awareness of open access to published literature, data, and other electronic resources to the UNH community.

**Goal 3C:** The Library will promote awareness of open access nationally through its memberships in professional organizations and large-scale archival projects.

**Goal 3D:** The Library will facilitate access to resources on intellectual property issues.

Putting our priorities into practice

The Strategic Plan as outlined here is simple: the Library can and must be a dynamic and adaptive organization that enriches the educational and research experience at UNH. In order to accomplish this Plan, we must remain focused on our priorities and develop activities that will put those priorities into practice. The Operational Plan is the conduit for implementing the Strategic Plan.
The Operational Plan is the critical part of the iterative planning process that defines the activities necessary to carry out the Strategic Plan and identifies the appropriate methods of assessment for each activity. Through the assessment process the Library will determine the success of its strategies and adjust activities periodically. The end result will be a Library that is responsive to the needs of its user community, while leading the University forward through its enhanced services and its digital and scholarly communication initiatives.

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2 ACRL begins scholarly communication initiative (April, 17 2002). <http://www.ala.org/ala/pressreleasesbucket/acrlbeginscholarly.cfm>