University of Alabama Libraries

STRATEGIC PLAN

2022-2025

THE UNIVERSITY OF
ALABAMA® | University Libraries

THE UNIVERSITY OF ALABAMA'S STRATEGIC GOALS

To provide a premier undergraduate and graduate education that offers a global perspective and is characterized by outstanding teaching, high-quality scholarship and distinctive curricular and co-curricular programs.

To increase the University's productivity and innovation in research, scholarship and creative activities that impact socio-economic development.

To enrich the learning and work environment by providing an accepting, inclusive community that attracts and supports a diverse faculty, staff and student body.

To provide opportunities and resources that facilitate work-life balance and enhance the recruitment and retention of outstanding faculty and staff.

MISSION

The University of Alabama Libraries are essential in advancing the educational mission of the University. We provide innovative instruction, services, and resources to facilitate teaching, research, and learning. The University of Alabama Libraries are committed to be student-centered and research-focused in order to support discovery, learning, and creativity at the Capstone.
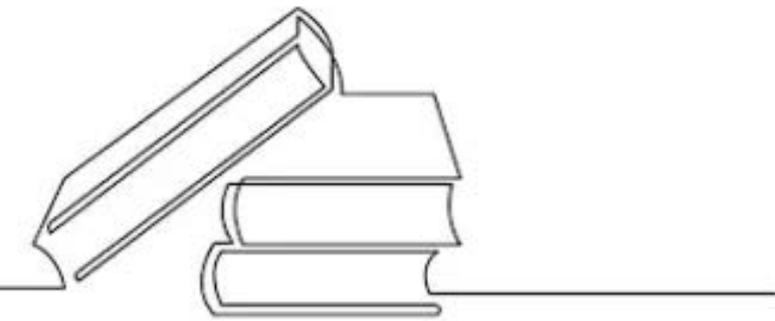
VISION

We envision a future in which faculty and students have in-depth awareness of the resources available, skills to evaluate them, and a desire to pursue life-long learning.
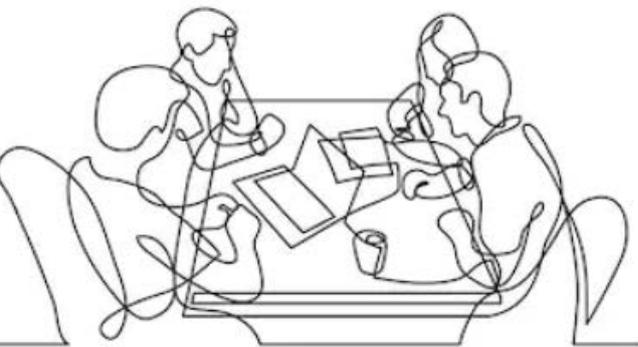
WE VALUE

- Providing excellent services and learning experiences for all members of the University community while promoting collaboration

- Openness to diverse voices and perspectives for exchanging information and ideas

- Access to comprehensive scholarly information resources that support campus curricula and contribute to the impact of the research lifecycle

- Assessment and continuous improvement of our practices with a culture of accountability

- Professional development training and technology that supports innovation and entrepreneurship

University Libraries Strategic Plan Goals

Goal One: Deliver innovative instruction that empowers students to engage with, integrate, create, and transform knowledge by connecting with library collections, services, and resources.

Objective 1.1 Provide learning opportunities that promote the use of library services and resources. (Southern Association of Colleges and Schools accrediting standard 11.3; University of Alabama Strategic Goal 1)

Action Items

1.1.1. Promote the University Libraries Institutional Repository during Open Access Week by offering targeted programs for faculty and graduate students.

1.1.2. Expand the number of Research Data Services workshops to promote wider use of specific collections and licensed software.

1.1.3. Make Special Collections research guides available on University Libraries website and to specific liaisons.

1.1.4. Identify appropriate University of Alabama departments and faculty that match University Libraries Special Collections content.

1.1.5. Provide instructional sessions on how to utilize and access Special Collections.

1.1.6. Develop for-credit course in business information literacy.

1.1.7. Develop instructional content and web resources that promote the use of the Alabama Digital Humanities Center, Special Collections, and University Archives across the disciplines.

1.1.8. Offer instruction related to programmatic access of information to promote advanced use of open and subscription information resources.

Objective 1.2 Provide innovative information services and instructional programs that enhance student learning outcomes. (Southern Association of Colleges and Schools accrediting standard 8.2c; University of Alabama Strategic Goal 1)

Action Items

1.2.1. Develop a plan for the implementation of learning outcomes assessment across liaison areas.

1.2.2. Collect assessment data from instruction librarians to inform practices and assess student learning outcomes.

1.2.3. Form a committee to assess student learning outcomes and implement curriculum changes.

1.2.4. Incorporate service and instructional support for research data services into regular liaison workflows as a facet of outreach beyond instruction.

1.2.5. Train all liaisons in ArcGIS using the Esri Academy.

1.2.6. Develop workshop series on data research techniques and tools to support researchers in science and engineering.

1.2.7. Develop workshop series on data research techniques and tools to support researchers in business.

1.2.8. Develop a workshop series that instructs learners on how to access and use e-book resources through the University Libraries.

1.2.9. Provide instructional programs that address diversity and support an inclusive campus.

1.2.10. Expand virtual information services through additional development.

Objective 1.3 *Improve the reach and impact of library instructional programs through embedding liaisons physically and virtually within campus communities. (Southern Association of Colleges and Schools accrediting standard 12.1; University of Alabama Strategic Goal 1)*

Action Items

1.3.1. Identify gaps of expertise within the liaison program and support professional development among librarians to fill those gaps.

1.3.2. Identify student groups and research centers that will benefit from an official liaison relationship.

1.3.3. Audit liaison workloads to develop norms and standards.

1.3.4. Define liaison expectations for service and support in academic departments, areas of expertise, student groups, and research centers.

1.3.5. Assist faculty with creating Open Educational Resources for the Institutional Repository.

1.3.6. Pilot a structured instructional program in STEM subject areas and assess how this might be implemented in social science subject areas.

1.3.7. Design new learning tools based on information gleaned from assessment of instruction.

1.3.8. Create a statement of values promoting diversity, equity, and inclusion that guides liaison program approaches to teaching and learning.

1.3.9. Assign liaison to identified student groups and research centers that will benefit from an official liaison relationship.

1.3.10. Evaluate the current list of liaison areas.

1.3.11. Assess the general research needs of students to support the design of new student-focused programs of instruction and outreach.

University Libraries

GOALS, OBJECTIVES, and ACTION ITEMS

Goal Two: Develop relevant library resources and services that support and engage students and faculty throughout the research lifecycle.

Objective 2.1 Collect, preserve, and promote campus scholarship by capturing scholarly output in an Institutional Repository. (Southern Association of Colleges and Schools accrediting standard 11.1; University of Alabama Strategic Goal 2)

Action Items

2.1.1. Conduct a workflow analysis of Institutional Repository processes that can identify opportunities for workflow refinement, as well as beneficial cross-unit collaboration.

2.1.2. Offer training to faculty and graduate students related to maintaining and managing intellectual property rights, including copyright.

2.1.3. Evaluate, adjust, and streamline the process across Institutional Repository Services, Metadata Services, and Archival Facility Services to ingest corpus of older University of Alabama theses and dissertations into the Institutional Repository.

2.1.4. Develop Institutional Repository services that support ingestion, as well as long-term storage and access, for novel research datasets created by University of Alabama scholars.

2.1.5. Host conference proceedings in the Institutional Repository.

2.1.6. Host locally developed open educational resources (OER) in the Institutional Repository.

2.1.7. Develop and implement Institutional Repository service support for ingestion and long-term storage of scholarly datasets.

2.1.8. Develop standard talking points and informative documentation for use with liaison outreach efforts promoting Institutional Repository services to University of Alabama faculty.

2.1.9. Develop a processing workflow for electronic dissertations and theses and transfer lead responsibility for these efforts from Metadata Services to Institutional Repository personnel.

2.1.10. Launch a locally-hosted instance of Open Journal Systems and Open Monograph Press to support open access publishing by University of Alabama scholars.

2.1.11. Improve discoverability and access to University of Alabama research by implementing the use of digital object identifiers in the Institutional Repository.

2.1.12. Participate in the Public Access to Data statewide project and seek ways to collaborate with other institutions on making data available to a broader audience.

Objective 2.2 *Collect and capture the research output in Special Collections. (Southern Association of Colleges and Schools accrediting standard 11.1; University of Alabama Strategic Goals 2 and 3)*

Action Items

2.2.1. Increase access to and promote materials and resources within University Libraries Special Collections that highlight the unique voices, perspectives, and contributions of diverse populations in the United States South and beyond.

2.2.2. Develop new collections that highlight the lives and cultural perspectives of diverse populations in Alabama, the United States, and Latin America.

2.2.3. Promote Special Collections to the campus research community using general and specific points of outreach.

2.2.4. Communicate information about specific collections and publications to faculty in relevant teaching/research areas.

2.2.5. Develop program of liaison outreach to help promote the use of Special Collections for research and teaching.

2.2.6. Hold planning meetings for the various stakeholders who exhibit Special Collections materials.

2.2.7. Promote historic Alabama newspaper content in both Chronicling America and CONTENTdm and through engaging exhibits on historic Alabama newspapers.

2.2.8. Complete the Still Tide Together project that documents the experiences of University communities during the COVID-19 pandemic.

2.2.9. Create more web-based digital exhibits that highlight collections and collecting areas in Special Collections.

Objective 2.3 *Expand and promote high quality resources and collections that support curricular and research needs. (Southern Association of Colleges and Schools accrediting standard 11.1; University of Alabama Strategic Goals 1 and 2)*

Action Items

2.3.1. Develop strategies for continuous improvement of inter-library loan fill rate to ensure timely fulfillment of materials requested by external researchers.

2.3.2. Launch program of tangible collection shifting within library facilities to ensure efficient use of shelving and facility space.

2.3.3. Making use of internal longitudinal data, re-examine the demand-driven acquisition profiles and ensure that purchasing and use are aligned to curricular and research needs.

2.3.4. Incorporate curriculum materials collection into the regular circulating collection.

2.3.5. Develop closer partnership between University Libraries Inter-library Loan and Acquisitions units to improve user experience via a "borrow vs. buy" collection development/delivery strategy.

2.3.6. Expand streaming video content based on user data and feedback within UL collections and work with liaisons to promote use within specific curricula.

2.3.7. Based on internal analysis of usage data and other metrics, explore both cancellation and negotiation of existing contracts in order to free up funds for the purchase of new resources being requested by faculty.

2.3.8. Conduct assessment of user-perceived value of the University Libraries instructional program supporting STEM path to the MBA students.

2.3.9. Improve cross-institutional collections sharing and planning by uploading, and actively maintaining, University Libraries journal holdings in the OCLC database.

2.3.10. Conduct pilot of the Article Galaxy document delivery solution to provide University Libraries users with increased access to academic content not found in local collections.

2.3.11. Conduct pilot of Lean Library browser app to facilitate greater ease of collection access/use by off-campus library users.

2.3.12. Partner with the Office of Information Technology and the Office Student Life to develop an improved lending program for technologies such as laptops, hotspots, and webcams.

2.3.13. Conduct an analysis of subject headings used in cataloging records to identify for removal any antiquated and/or offensive terminology.

Objective 2.4 *Provide leadership and support for research technologies, tools, and workflows that bolster research effectiveness and quality amongst UA scholars. (Southern Association of Colleges and Schools accrediting standard 11.1; University of Alabama Strategic Goal 2)*

Action Items

2.4.1. Identify and apply for external funding for digital humanities.

2.4.2. Create a standardized Alabama Digital Humanities Center workflow, relative to project management, that establishes norms for project completion, maintenance, and sustainability, as well as parameters for archiving projects.

2.4.3. Promote the use of Institutional Repository services via liaison outreach to academic departments and their faculty.

2.4.4. Develop training and documentation to support collaborative efforts between Resource Acquisitions and Discovery and liaisons to improve the integration of e-resources access within the Blackboard learning management system.

2.4.5. Develop a plan for cross-departmental Research Data Services that provide University Libraries users with point-of-need support and programmatic learning opportunities relative to data-intensive research workflows and tools.

2.4.6. Develop program of ongoing instructional offerings that highlight a variety of tools and methods supporting data-intensive research workflows.

2.4.7. Develop instructional content for data handling tools and methods.

2.4.8. Develop instructional content related to basic quantitative research methods.

2.4.9. Develop instructional content related to open access publishing, open educational resources, and the benefits of depositing research in the Institutional Repository.

2.4.10. Develop instructional content related to methods and tools that support systematic reviews.

2.4.11. Develop instructional content related to qualitative research methods and tools.

2.4.12. Develop instructional content related to the benefits and effective use of citation management tools.

GOALS, OBJECTIVES, and ACTION ITEMS

Goal Three: Cultivate and maintain dynamic, flexible, and inclusive physical and virtual library spaces that meet the needs of campus communities, informed by trends in higher education and technological advances.

Objective 3.1 *Evaluate and update existing physical and virtual spaces to align services, collections, and changes in resources and technology with the evolving needs of users. (Southern Association of Colleges and Schools accrediting standard 13.7, 14.3; University of Alabama Strategic Goal 1)*

Action Items

3.1.1. Develop FOLIO implementation plans for all library units.

3.1.2. Offer and promote more student-centered events.

3.1.3. Develop a plan to shift collections in Gorgas to lower floors once federal documents are moved.

3.1.4. Shift the collection on the south end of the 2nd floor of Rodgers Science & Engineering Library to create more user space.

3.1.5. Identify criteria and develop a plan to relocate low use materials to the Archival Facility.

3.1.6. Transfer Special Collections materials from Mary Harmon Bryant Hall to the Archival Facility to alleviate space and preservation concerns at Mary Harmon Bryant Hall.

3.1.7. Develop continuity plan for Bruno Library's services during planned facility renovations.

3.1.8. Develop and implement plan for relocating federal depository collections to the Archival Facility.

3.1.9. Catalog all 19th century documents in the federal depository collection and relocate those materials to the Archival Facility for long-term storage and access.

3.1.10. Complete cataloging for congressional documents in the federal depository collection and relocate those materials to the Archival Facility for long-term storage and access.

3.1.11. Identify and rearrange items within the Archival Facility, based on circulation statistics, electronic access, and commitment to national retention projects.

3.1.12. Expand the 3D Studio into a more robust makerspace.

3.1.13. Conduct usability assessments for all University Libraries web platforms (e.g., the University Libraries website, research guides, tutorials, etc.).

3.1.14. Develop a plan and coordinate efforts to replace "Annex" name with "Archival Facility" for all public services interactions and public-facing library documentation.

Objective 3.2 *Maintain innovative research spaces for collaboration and instruction that accommodate established and emerging technologies. (Southern Association of Colleges and Schools accrediting standard 13.7, 14.3; University of Alabama Strategic Goal 1)*

Action Items

3.2.1. Improve infrastructure for technology, flexible/multi-purpose spaces, appropriate office spaces for faculty and staff, innovation spaces, and spaces designated for use by graduate students. The infrastructure of the building and asbestos abatement will also be addressed.

3.2.2. Develop and initiate roadmap for remodeling projects in Gorgas Library, Special Collections, the Bruno Business Library, and the McLure Education Library.

3.2.3. Expand graduate study spaces across library facilities.

3.2.4. Evaluate and implement preservation procedures in Special Collections and identify conservation needs within the unit.

3.2.5. Renovate the instructional spaces in Gorgas Library by redesigning the spaces, as well as upgrading furniture and technology.

3.2.6. Renovate the Rodgers Library Scholars Station by redesigning the space, as well as upgrading furniture and technology.

3.2.7. Create a plan for renovation of Gorgas Library to include spaces more conducive to collaborative work and individual study and that reflect current services.

3.2.8.   Contract with an architectural firm to create a design plan for an extensive renovation of Gorgas Library that reimagines spaces with service-related utility in mind.

Objective 3.3 *Maintain an intuitive and accessible web presence that allows users to effectively engage with library services, spaces, and data in innovative ways. (Southern Association of Colleges and Schools accrediting standard 11.3, 13.7, 14.3; University of Alabama Strategic Goals 1, 2, and 3)*

Action Items

3.3.1. Contribute to the development and effective local implementation of the FOLIO library services platform.

3.3.2. Launch a local implementation of the FOLIO as a replacement for the existing Voyager integrated library system.

3.3.3. Automate FOLIO data workflows by establishing connections between University Libraries' FOLIO instance and various University systems via FOLIO's API integrations.

3.3.4. Establish hosted instance for FOLIO's Library Data Platform / MetaDB to enable necessary reporting workflows that support local database maintenance, resource and fiscal management, as well as assessment workflows.

3.3.5. Develop, test, and implement an integration of the EBSCO Discovery Service for University Libraries' FOLIO system.

3.3.6. Hire student programmers to facilitate FOLIO development in areas of high importance.

3.3.7. Provide development support for FOLIO's integrated functionality relative to machine-readable cataloging holdings records.

3.3.8. Coordinate instructional design efforts among liaison librarians and develop resource, audience, and subject specific learning objects.

3.3.9. Establish standards and best practices for the creation and management of locally-controlled digital learning objects.

3.3.10. Update web property architecture to improve sustainability, security, and usability of the University Libraries main website.

3.3.11. Update website framework to promote aesthetic/functional consistency across University Libraries web properties.

3.3.12. Develop a virtualization for the LOCKSS servers.

3.3.13. Create/update documentation of operating procedures for University Libraries Area Computing Services.

3.3.14. Enhance Special Collections website and archival collection records to provide improved planning information for onsite use of collections.

3.3.15. Redesign and launch new University Libraries intranet for hosting internal organizational documentation.

3.3.16. Reduce the number of different authentication solutions utilized within the Libraries web presence and systems.

3.3.17. Upgrade all library web servers to promote migration to the latest version of PHP.

3.3.18. Develop more efficient web property management workflows by establishing the use of revision dates and content ownership for all web properties.

3.3.19. Migrate from the KACE ticketing system to Jira as implemented by the Office of Information Technology.

3.3.20. Develop integrated assessment for the web-based Roll Tide Research learning modules.

3.3.21. Audit existing liaison-created digital learning objects to determine relevance, creator, and inclusivity/accessibility.

3.3.22. Conduct audit of University Libraries research guides to determine relevance, creator, and inclusivity/accessibility.

3.3.23. Streamline services to researchers in Special Collections through the creation of online forms for requesting materials.

3.3.24. Develop a Windows Virtualization pilot project in collaboration with the Office of Information Technology that will offer a remote virtual desktop environment for students and faculty.

GOALS, OBJECTIVES, and ACTION ITEMS

Goal Four: Develop, enhance, and sustain a skilled and engaged workforce that can succeed in a changing environment while providing excellent experiences for library users.

Objective 4.1 Promote continuous improvement in library operations and outcomes through increased focus on systematic approaches toward workflow management, procedural documentation, and cross-unit communication. (University of Alabama Strategic Goal 4)

Action Items

4.1.1. Market library initiatives through a variety of communication sources.

4.1.2. Actively promote the use of the Alabama Digital Humanities Center, Special Collections, and University Archives across the disciplines for undergraduate research and instruction.

4.1.3. Increase outreach efforts to campus faculty to increase the rate of deposit and the number of items added to the Institutional Repository.

4.1.4. Create targeted advertising to increase University Libraries audience using social media.

4.1.5. Develop social media guidelines for University Libraries based on existing practices for faculty, staff, and students.

4.1.6. Create a workflow for supervisors to efficiently add/remove faculty and staff access to software and apps during on-boarding/off-boarding process.

4.1.7. Audit faculty and staff access to software and programs.

4.1.8. Develop a LibGuide to communicate procedures around problem reporting related to e-resources, cataloging and user access.

4.1.9. Create and distribute documentation to explain practices related to content troubleshooting in order to improve clarity and workflow for internal faculty and staff.

4.1.10. Train staff and student workers in operating procedures across University Libraries.

4.1.11. Formalize cross-training of staff at service points and establish backups across University Libraries.

4.1.12. Formalize cross-training of student assistants at service points across University Libraries.

4.1.13. Develop an exit checklist that is clear and explains the steps required when faculty or staff leave University Libraries.

4.1.14. Work with UA Business Analytics and Process Improvement Office on implementation of best practices for Agility Teams.

Objective 4.2 *Provide library employees with opportunities for ongoing professional growth and development. (Southern Association of Colleges and Schools accrediting standard 6.5; University of Alabama Strategic Goal 4)*

Action Items

4.2.1. Evaluate and make recommendations on sun-setting Job Family. Develop contemporary pathways for staff development.

4.2.2. Engage Alabama Digital Humanities Center in identifying common training needs across the University Libraries.

4.2.3. Invite University of Alabama Human Resources to provide an annual workshop on existing programs (ex. Family Medical Leave, retirement, etc.) for library faculty and staff.

4.2.4. Develop training for liaisons about specific primary sources held in Special Collections related to diversity initiatives.

4.2.5. Update the employee orientation program.

4.2.6. Seek training for Resource Description and Access to improve discovery of digital resources.

4.2.7. Develop training for liaisons and public services on copyright, fair use and digital rights management of library funded resources.

4.2.8. Develop internal training documentation that provides liaisons with additional information about EBSCO Discovery Service and Full Text Finder.

4.2.9. Promote inclusive teaching practice among liaisons through programmatic professional development.

4.2.10. Promote skills development for instruction by providing in-house and external training opportunities.

4.2.11. Offer liaisons sessions on outreach and issues related to Institutional Repository and open access at least once a semester.

4.2.12. Develop training for librarians to create digital learning objects and other innovative resources for teaching and learning conducted by Instructional Design Librarian.

4.2.13. Develop and offer training for University Libraries faculty/staff in the area of non-academic software (i.e., Last Pass, Microsoft Teams, Advanced Zoom, etc.)

4.2.14. Develop and offer training for University Libraries faculty and staff on key software needed to perform evolving library work (e.g., Excel, SQL, Python, etc.).

4.2.15. Promote skill development for instruction by providing in-house and external training opportunities.

4.2.16. Revive/revamp weekly summer training opportunities for liaisons for enhancing skill sets.

4.2.17. Provide tenure track faculty with professional development opportunities related to the development and maintenance of a cohesive and impactful research agenda.

4.2.18. Provide library managers with access to information/training related to inclusive personnel management practices.

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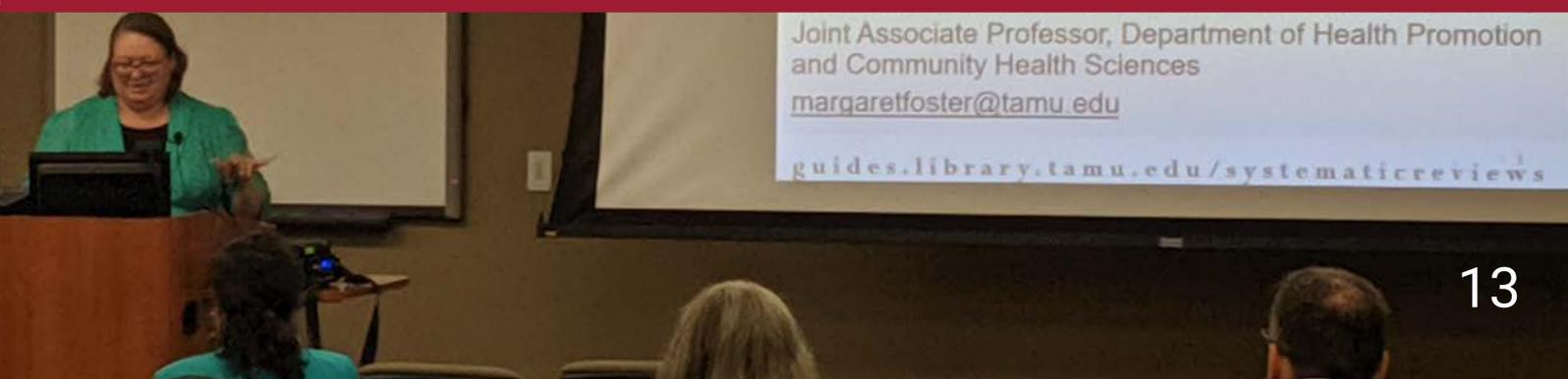
Objective 4.3 *Recruit, hire, and onboard a qualified workforce of faculty and staff that effectively deliver services to the university community. (Southern Association of Colleges and Schools accrediting standard 11.2; University of Alabama Strategic Goals 3 and 4)*

Action Items

4.3.1. Provide training in implicit bias and how to create diverse pools for best practices in faculty and staff searches.

4.3.2. Develop an onboarding plan for new faculty, staff, and students that enhances the new hire experience by providing access to campus and community resources and contributes to retention outcomes, advancing diversity recruitment initiatives.

4.3.3. Conduct cohesive training program for all front-line customer-service workers (staff and students) toward enhanced user experience.

4.3.4. Advertise open positions on diversity lists and in publications that reach diverse populations.

4.3.5. Update the search committee guidelines for the University Libraries.

4.3.6. Review all job descriptions and update accordingly for current needs.

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