

The University of Arizona Libraries and Center for Creative Photography

Strategic Plan FY2009-2013

Mission: The University of Arizona Libraries and Center for Creative Photography advance the University's mission through the active contributions of knowledgeable staff who choose cost effective methods of acquiring, curating, managing, and connecting customers to information services and resources and providing education in their use.

Vision: The University of Arizona Libraries and Center for Creative Photography are a vital and exciting entry to a world of discovery and creativity for individuals and communities of scholars. We provide unlimited access to information in a customer-centered environment where traditional and emerging information services converge.

2007/08 Strategic Long Range Planning Team
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Principles:

- **Customer Focus:** We actively seek to identify, meet, and exceed customer wants and needs. We welcome, guide, and support customers, both internal and external, with attention and respect. We create and sustain partnerships. We provide access to information in its most useful form.
- **Continuous Improvement and Learning:** Quality and Continuous learning are woven into the whole fabric of the organization. We provide an environment for learning and growth. We strive to exceed our expectations, raise our standards, and challenge ourselves.
- **Diversity:** We value, respect, and are strengthened by viewpoints and experiences outside the dominant culture. We strive to build a multi-cultural organization.
- **Integrity:** We honor our commitments by doing what we say. We hold ourselves and each other accountable and behave in a consistently ethical and responsible manner. We support freedom of information and academic freedom.
- **Flexibility:** We respect varying approaches to effective problem solving and meeting customer needs. We value and support collaboration, teamwork, and other creative methods as a basis for making decisions and developing programs.

Customer Statement: The University of Arizona Libraries and the Center for Creative Photography focus on providing exceptional resources and services to the University of Arizona students, faculty and staff, to the photography community and to scholars and researchers in the areas supported by Special Collections. To most effectively serve these primary customers we collaborate broadly with other University of Arizona units, other academic libraries, consortia and selected organizations and agencies. The results of collaborations may serve a broader spectrum of secondary customers across the state, the nation and the world while significantly enhancing services to our primary customers.

University of Arizona Libraries & Center for Creative Photography 2009-13 Strategic Plan

Key Result Area I: Information Services

3-5 Year Goal: UA Libraries and CCP customers have seamless, on-demand access to information resources and services essential to their research, scholarship, teaching and learning success.

Strategy 1: Expose and encourage access to UA Libraries and CCP resources and services through the platforms and external systems most widely used by customers.

Strategy 2: Acquire and provide quality information and information services using the most cost-effective means.

Strategy 3: Deliver quality education services to customers through the most cost-effective means.

Strategy 4: Cultivate relationships with UA academic units, campus services and external organizations as appropriate to meet customer needs.

Information Services Performance Measures and Quality Standards

3-5 Year Measure: Decrease in the mean difference between desired and perceived service for all UA respondents to the LibQual "Information Control" Dimension.

Quality Standard: Reduce superiority gap* from -1.09 (average 2005-2007) to -.87 measured in 2012.

3-5 Year Measure: Decrease in the mean difference between desired and perceived service for all UA respondents to the LibQual "Affect of Service" Dimension.

Quality Standard: Reduce superiority gap* from -0.87 (average 2005-2007) to -0.70 measured in 2012.

3-5 Year Measure: Percentage of holdings open to web browsers

Quality Standard: 100% of holdings, added from 2000 forward, of Libraries and CCP are in OCLC or otherwise open to most web browsers by June 30, 2012

3-5 Year Measure: Average amount of time required, per student served, to develop and deliver education/instruction sessions or tutorial/tools/modules (must implement process to measure and set baseline and target in 2007/08)

Quality Standard: 25% decrease in average time required per student served by June 30, 2012

3-5 Year Measure [new]: Measurement of the effectiveness of education and long-term quality standard

Quality Standard: RSS and UST performance measure and process for measuring and quality standard for education created by June 30, 2009 and implemented during fall semester 2009.

Information Resource Management: Teams and individuals assigned responsibility for information resource management **will** apply the quality standards below that were developed by IRMET.

- **Monographic materials Quality Standard:** 60% of monographs acquired during the previous 4 years, based on catalog date of the items, will indicate at least one use.
- **Individual Journal Title Subscriptions Quality Standard:** 95% of individual journal titles will show evidence of use based on articles published in those journal titles within the last 3 years.
- **Indexing and Abstracting Services Duplication Quality Standard:** For online indexes and abstracting services, not more than 40% of content needed by customers is duplicated in other packages or individual subscriptions
- **Electronic Journal Packages Quality Standard:** Cost per use of electronic journal publisher packages will not exceed twice the cost needed to provide ILL at the level of use.
- **Aggregators' Products:** less than 40% duplication of other owned or subscribed resources; less than 10% of materials are embargoed; 90% of journals from articles are included; less than 30% on non-duplicated items are assessed as being of low or no value

Cultivating Relationships... : Teams and/or individuals engaging in these relationships will identify appropriate measures and quality standards that will be used to measure value and effectiveness of the relationship. **Cabinet will hold teams accountable for developing and implementing appropriate performance measures and quality standards for this work.**

Key Result Area 2: Customizable Spaces

3-5 Year Goal: The UA Libraries and CCP provide outside the classroom learning environments that give customers the capability to manage information and collaborative relationships in physical and virtual spaces that are customizable to their requirements.

Strategy 1: Increase the UA Libraries and CCP's capacity to provide and manage flexible physical space and the technological capabilities of the spaces for a variety of research, learning and collaborative activities.

Strategy 2: Develop and support learning environments which have appropriate customizable tools that integrate with information resources to support learning and research in virtual spaces in use by our customers.

Customizable Spaces Performance Measures and Quality Standards

3-5 Year Measure [new]: Amount (square feet) of existing library space (in Main, SEL and Fine Arts) that is repurposed and configured to support multiple uses by customers

Quality Standard: Increase by 20% overall by 2013

[Context statement: LibQual and other customer assessment tools show multiple needs; reconfigurable space will enable the library to better meet these differing needs. This could involve repurposing single-use spaces (carrels, classrooms, group studies, collections, office space, etc.). Lack of funding is a recognized constraint.]

3-5 Year Measure: Decrease in the mean difference between desired and perceived service for all UA respondents to the LibQual “Library as Place” Dimension.

Quality Standard: Reduce superiority gap* from -0.93 (average 2005-2007) to -.75 measured in 2012.

3-5 Year Measure: Decrease in the mean difference between desired and perceived service for all UA respondents to the LibQual “Personalization features in the electronic library” question

Quality Standard: Reduce superiority gap* from -0.81 measured in 2007 to -.65 measured in 2012.

Note: Teams and/or individuals assigned responsibility for developing and managing physical and virtual spaces are asked to identify and communicate or develop performance measures and quality standards to measure progress on strategies and progress toward accomplishing goal.

Key Result Area 3: Digital Library

3-5 Year Goal: The UA Libraries and CCP design, implement and support a digital environment which seamlessly provides the electronic delivery of both information and services to customers.

Strategy 1: Assess, implement and support the key technical systems and resources within a collaborative environment in alignment with developing national standards.

Strategy 2: Create, support and improve seamless electronic access to content and services within the UA Libraries and CCP and across the University.

Strategy 3: Determine and implement the best methods for preservation of and access to digital content within the context of a digital library.

Digital Library Performance Measures and Quality Standards

3-5 Year Measure: Decrease in the mean difference between desired and perceived service for all UA respondents to the LibQual “Information Control” Dimension.

Quality Standard: Reduce superiority gap* from -1.09 (average 2005-2007) to -.87 measured in 2012.

3-5 Year Measure: Increase in the ratio of acquisition of electronic versus print information resources.

Quality Standard: 80% electronic to 20% print by June 30, 2012.

Note: Teams and/or individuals assigned responsibility for the Digital Library are asked to identify and communicate or develop performance measures and quality standards to measure progress on strategies and progress toward accomplishing the goal.

Key Result Area 4: Operational Effectiveness

3-5 Year Goal: The UA Libraries and CCP are customer-focused with planning, decision-making and operational systems that are transparent and support timely responses to our changing environment.

Strategy 1: Identify, maintain, develop, and/or acquire critical competencies required to be successful in the future.

Strategy 2: Regularly assess and improve our organizational systems and processes to insure they are efficient and effective.

Strategy 3: Develop collaborative partnerships with research libraries and related information agencies to leverage resources and achieve goals in key result areas.

Strategy 4: Obtain and allocate resources (money, personnel, attention) to strategic products, services, and processes which will enable us to provide exceptional customer service.

Operational Effectiveness Performance Measures and Quality Standards

3-5 Year Measure: Articulation, acquisition and/or development and application of competencies required for the organization to fulfill our mission.

Quality Standard: Plan (including development and use of competency-based position descriptions, succession plan to develop or acquire competencies and talent to replace losses from retirement or other attrition, and process and measure to assess whether Libraries and CCP possess the competencies and talent required to fulfill its mission) developed by June 30, 2008 and fully implemented by June 30, 2010.

3-5 Year Measure: Percentage increase in dollar value of unrestricted gifts and endowments

Quality Standard: Increase 4% annually through 2012.

3-5 Year Measure: Percentage increase in dollar value of grants that include overhead costs

Quality Standard: Increase 5% annually through 2012.

Note: Teams and/or individuals assigned responsibility for supporting operational effectiveness are asked to identify and communicate or develop performance measures and quality standards to measure progress on strategies and progress toward accomplishing goal.

*Superiority Gap is the difference between customers' desired level and the perceived level of performance.

UAL & CCP Environmental Scan Spring 2008

Themes and Trends

Technology/Systems/IT Use in Teaching

- ❖ Higher education expected to increase use of IT to lower education delivery costs; growth in blended/hybrid courses; low cost digital content and ubiquitous Internet access; students expect services and support that mirror personal experiences with services such as Amazon.com; UA's newly renamed Outreach College poised to help UA departments expand electronic offerings; suggestions that fully online or hybrid courses could help accommodate expected enrollment growth in Arizona
- ❖ Librarians still engaged in significant levels of in-library instruction although development of online education modules appears to be increasing; do not have process in place to measure progress toward scalable instruction whether online or delivered in-person
- ❖ Need for web presence, not just website, identified by CCP as trend in museums; strong ties between museum websites and museum visits noted; web presence refers to an organization having an established existence on the web, through a web site, e-mail, Internet advertising, blog, etc.
 - Web presence requires dedicated staff to support
- ❖ CCP noted growth of use of blogs by museums – from 2 in 2002 to 211 in 2007; anyone can start a blog
- ❖ Multiple User Virtual Environments support development of interactive, online or blended courses as well as collaborations; increasing numbers of academic institutions using these environments, Educational institutions engaged in developing virtual reality software for educational purposes – results mixed but in early stages
 - SST noted use of gaming concepts in education
- ❖ Majority of researchers across disciplines have adapted readily to digital content and are eager for more; circulation of physical items dropping while use of electronic continues to increase
 - Migration from print to electronic information resources seen as problematic by Team Y and SST because of budget constraints/lack of new funding and cost of some electronic resources greatly exceed the cost of print
- ❖ UA Grad College offering online training modules to graduate teaching assistants
- ❖ Course management systems beginning to offer social bookmarking systems
- ❖ Collective intelligence systems such as Wikis and tagging of content becoming widespread; incorporate use of collaborative tools
- ❖ Advanced technology has made video easier to capture, edit and distribute; higher education beginning to distribute courses/lectures through YouTube and iTunes; can be used in field and creative work
 - CCP notes that museums are beginning to re-purpose videos for exhibitions; such videos can be posted on many sites
- ❖ Internet –based resources are increasingly reliant on ephemeral content hosted on commercial/for profit providers that are not necessarily archiving the materials. Reliable access to these materials (videos, wikis, etc.) is dependent on the stability of the internet.
- ❖ CCP noted increase in use of podcasts by museums – used for programs, exhibition information and object information

- ❖ Collaboration in virtual spaces support groups/teams working at a distance and/or across disciplines; students, faculty and researchers able to interact with broader community in real time or asynchronously; social networking systems may evolve beyond the purely social uses; most students do not see creation of social networking sites as work of libraries and are not likely to use services provided through library social networking sites
 - CCP notes that museums are beginning to use Second Life as a place for visitors' exploration; also notes that museums are building MySpace profiles
- ❖ Web based productivity tools promote and support collaboration among students, researchers and scholars; these services are open to user-definition and manipulation resulting in constant state of change or "perpetual beta"
- ❖ Mobile devices becoming ubiquitous and able to access, upload and display much content available on the Internet; can be used for data collecting and documenting research and creative work; younger people such as students tend to be early adopters; Library's current website is not mobile-compatible; UA's wireless infrastructure places some limitations on use of mobile devices
 - SST noted ubiquity of mobile devices
- ❖ Education scan noted from OCLC report, "Sharing, Privacy and Trust in our Networked World," that 54% of college students feel the internet is as private or more private than it was two years ago"; 59% of college students feel the internet is as secure or more secure than it was two years ago. Older respondents were more likely to feel that privacy is weakening on the Internet; more than a third (35%) feel their personal information is kept less private.

Publishing/Copyright/Information Resources Management, etc.

- ❖ UAL purchasing fewer print materials – driven by budget constraints, space restraints, and user preference for electronic
- ❖ Acquisitions and mergers continue; large commercial publishers have resources to exploit opportunities for growth in digital publishing and repositories and related services while smaller publishers see threats
- ❖ E-books are fastest growing sector of book industry – sales up 24.1% in 2006; emerging standards for e-book formatting, new display devices and accelerated digitization efforts point to breakthroughs for e-books; mobile distribution could be key factor in their success; Open Publication Structure 2.0 (OPS) and Open eBook Publication Structure Container Format 1.0 (OCF) create a standard electronic document type that can be read on a broad range of electronic reading systems, from handheld devices to distributed networks (Delivery & Access scan)
- ❖ NIH now requires that articles resulting from research they funded be deposited in PubMed and openly accessible; NSF requires that institutions maintain certain data sets resulting from funded research
- ❖ Ongoing NISO initiatives are expected to ease licensing work and resource sharing

Technical Services/ILS/Library Websites & Catalogs

- ❖ Integrated library systems still required to support library business processes including tracking holdings; need to work better with external search/discovery tools; systems need to provide virtual aggregation of shared resources; haven't maximized use / capabilities of internally available tools.
- ❖ Full development of Digital Commons (institutional repository) will require more hardware and more staff time

- ❖ CCP notes that National Historical Publications and Records Commission research study report driving two new ideas: 1) unprocessed collections should be presumed open to researchers, and 2) archives should roughly triple the speed with which collections are processed; implications are that grant funding will not be made available for projects that adhere to item-level processing standards of the past
- ❖ Metasearch or true cross-database search desired by end users; users want to click a maximum of 3 times to get what they need, want no dead ends, want a single search box, prefer easy and fast access over quality, want to search all resources simultaneously, and don't want duplicate results; results of usability project demonstrate that our systems don't work for users
- ❖ No currently available metasearch product meets all expectations or needs
- ❖ Outsourcing of cataloging for vernacular collections continuing due to lack on in-house expertise
- ❖ From Jill Newby's ALA report, Cathy DeRosa's presentation on the OCLC "Sharing, Privacy & Trust" report noted that student use of library websites dropped from 30% (2005) to 20% (2007); that Amazon and eBay seen as among most trustworthy sites (by 48%)
- ❖ OCLC lending requests have increased (45% articles and 7% books) due to greater exposure of UAL holdings resulting in increased revenue

Human Resources/Organizational Effectiveness

- ❖ Expected retirements of "boomers" and demographic changes emphasize need for succession planning, improved recruiting, effective diversity management, and effective talent management
- ❖ By 2018 50% of the current membership in ALA will be at retirement age (ALA ALCTS Budget & Finance Committee); this will significantly increase the competition for librarians; retirements are also affecting the information resources companies (publishers, vendors, etc)
- ❖ 51.9% of new hires made during the 2003-07 time period were retained with 48.3% of appointed personnel being retained and 53.2% of classified staff being retained. It is unclear if the turnover rate is representative of academic libraries. The analysis is suggestive of problems in some job categories (administrative assistants/administrative associates/office specialists, Information Analysis and Support System Analysts, and Accountants), but more study would be needed to identify causes of early termination. Data from exit interviews does not provide clear indications of reasons for termination.
- ❖ Work intensification, restructuring and workload concerns drive need to organize and distribute well and manage work effectively; require higher level of organizational and individual management skills, flexibility and collaboration
- ❖ Some systems (PEMS, CP/M, salaries, recognition and rewards, leadership development, communication of policies and processes, and communication across teams) appear to need improvement according to Library Climate survey results; OCDA results indicate need for improvement in Leader/Memberships relationships, Manager's Passion for Service, Climate for Deep Diversity-Support for Diversity Policies/Procedures, and Climate for Demographic Diversity
- ❖ Restructuring and retirements driving changes in leadership positions and leadership structure; formation of RSS will drive assessment and possible restructuring of work of many librarians; new work for all teams will need to be incorporated and old work reassessed
- ❖ Library focus and investment in project management competencies to improve project and work effectiveness; Restructuring designed the Library wide macro project management group (portfolio management)

Physical Spaces/Learning Environments

- ❖ Survey of study room users showed 60% do not want rooms reservable; 40% do; if rooms are reservable, 63% don't want all rooms reservable, only 17% want all rooms reserved; UST will be making two group study rooms reservable
- ❖ Both undergraduates and graduates use the libraries to study. They like the quiet places the library offers, but wish that the quiet study areas were better designated. Ongoing desire for quiet individual study space expressed. (graduate focus groups and LibQual)
- ❖ Improved general maintenance, improved furniture, more outlets, and better signage desired; legislature hasn't funded deferred maintenance for campus; improvements made have been funded by library budget
- ❖ New themes include staff availability and presence and interest in leisure reading area
- ❖ Library continues to be significantly deficient in space as measured against standards; very crowded collection space in Main driving need for ongoing weeding and intense collection management efforts as well as migration to electronic
- ❖ Electronic classrooms in Main and SEL seen as inadequate in terms of capacity and inflexible in terms of furniture, equipment and restricted access

External (UA/State) Environment

- ❖ State budget shortfall deepening; expected to continue through 2009 with improvements for 2010 and beyond; uncertainty about potential impact on ABOR universities; UA president maintaining optimism but asking that deans exercise caution in spending; SPBAC studying budget, costs of implementing UA strategic plan, and budget allocation approaches; state hiring freeze implemented by governor (universities not included because outside scope of direct authority)
 - Impact of budget situation on departments noted by SET
- ❖ President Shelton, following Governor Napolitano's lead, imposes hiring freeze (except for "critical" positions)
- ❖ ABOR developing 2020 strategic plan for university system; considering alternative funding models; Solutions Through Higher Education initiative may result in legislation or ballot initiative to address funding
- ❖ Assessment/Accountability: Responses to Dept. of Education (Spellings) report has resulted in various statements and initiatives to clearly define student learning outcomes, provide a means of assessing them, and of making that information, as well as information about costs, publicly available; examples include AACU & CHEA statement of principles and the AACU & NASULGC Voluntary System of Accountability (College Portrait); UA expected to join VSA; upcoming NCA accreditation review also renewing local interest in learning outcome assessment; SPBAC recommends use of NSSE to assess student engagement and inform retention and graduation improvement initiatives
- ❖ Upcoming UA upper level leadership changes (new Provost, new VP for Instruction) may result in additional changes and re-organization; committee appointed to study options for Colleges of SBS and Humanities (revised and streamlined process for transfer of faculty from one unit to another to be considered by the Faculty Senate)
- ❖ Meredith Hay (former VPR at the University of Iowa) named Provost; scheduled to begin on April 30, 2008

- ❖ Juan Garcia named Vice President for Instruction (with oversight of the ILC, and thus a part of the budget used by the Libraries for some staff, wages, ops, and computers)
- ❖ Undergraduate education may experience changes; general education and undergraduate education and retention being studied by faculty committees; Gen Ed council also recommending some changes; UA Strategic Plan calls for improvements in both retention and graduation rates
- ❖ Focus on interdisciplinary research and programs intensifying driven, in part, by requirements of funding agencies; has long been strength of UA and remains strategic direction; funding for these efforts is problematic due to budget restraints; both SST and SET note trend in colleges they serve
- ❖ UA strategic directions as outlined in 2009-13 strategic plan are:
 - Prepare Arizona's youth and ensure access and opportunity
 - Engage and graduate students who can contribute to State, Nation and World
 - Provide world class research that improves the human condition in Arizona and beyond (*areas of focus include climate, water, energy and environmental sustainability; Southwest, Native American, Borderlands and Latin American Studies; biosciences and biotechnology; optics; space exploration and observation; creative arts, languages and language acquisition; law, public policy and entrepreneurship; biomedical and behavioral health; and youth development programs*)
 - Partner with and serve the people of Arizona
- ❖ UA focusing on 21st century land grant mission of applying knowledge developed at University to help solve societal problems and promote economic growth
 - SET noted need for support of K-12 education
- ❖ Campus-wide IT systems are very old with expectations that they must be replaced soon; Kuali will replace many financial and related systems and PeopleSoft will be implemented resulting in high costs in dollars and staff time; UITS has developed plan and timeline that is gaining support; \$10M total in new base funds will be needed over implementation; most of the funds needed will be borrowed and repaid over 15 years by UITS savings from replaced systems.