

UNIVERSITY OF MIAMI LIBRARIES STRATEGIC PLAN

2017-2022

Transforming lives.
Opening worlds.

INTRODUCTION

The University of Miami Libraries undertook a participatory planning process during academic year 2016-2017 to align the Libraries' vision, mission, and strategic priorities with the University's Roadmap to Our New Century, as well as relevant trends in the higher education and research library environments. Four principles guided the process:

1. Focus on broad participation and engagement
2. Build a culture that embraces change and fosters achievement
3. Deepen organizational capacity
4. Rely upon shared leadership

As a result, the Libraries have adopted a new vision, mission, and values statement, in addition to five strategic directions to observe during the coming five years with a set of 20 closely-aligned goals. During the 2017-2018 year the Libraries will focus on a set of 32 initiatives, representing activity streams that are associated with every goal.

VISION

Transforming lives. Opening worlds.

MISSION

The University of Miami Libraries provide faculty, students, researchers, and staff with the highest quality access to collections, information services, learning support, and digital expertise in support of the University's mission to transform lives. The Libraries welcome and incorporate advances and innovations in information technology and scholarly communication to ensure that our users can locate and use global information resources in all formats.

VALUES

This is your library – the heart of learning and research at the University of Miami. Incorporating the values of librarianship and the University, we embrace the following institutional, professional, and personal values as key to fostering a welcoming and resource-rich environment conducive to learning, research, creativity, and innovation.

Openness	Creating a welcoming and communicative environment supporting collaboration, intellectual freedom, and access to scholarship.
Compassion	Behaving in a caring, humane, and empathic way.
Creativity	Embracing innovation, flexibility, and originality in the pursuit of our vision and mission.
Diversity	Valuing and including people from all cultures and backgrounds in the pursuit of our common goals.
Excellence	Striving to accomplish our goals with quality, rigor, passion, and distinction.
Integrity	Demonstrating honesty and fairness in our words and actions.
Responsibility	Exhibiting pride and accountability in the performance of duties and ensuring the long-term success of our University.
Teamwork	Engaging and working well together to achieve optimal results.

STRATEGIC DIRECTIONS

1

The Heart of Learning

2

Resource for Hemispheric
and Global Knowledge

3

Facilitate Research and
Scholarship

4

A Place for Dialogue

5

Enable the Evolving
Workforce

The Heart of Learning

Create new modes of support for teaching, learning, student achievement, and patient-centered care through innovative leadership, transformation of spaces, reinvention of services, and collaboration with relevant University programs.

Goals

Initiatives | 2017-2018

Collaborate with University partners to offer a seamless array of services.

- Complete phase one of the Learning Commons initiative within Richter Library and find ways to amplify its impact throughout the Libraries and other settings, including residential halls, study abroad, etc.

Promote peer-to-peer learning.

- Continue engagement with Academic Technologies to support the Faculty Learning Communities.

Increase and strengthen the Libraries' teaching role.

- Leverage the Liaison Librarian Council to develop a coordinated strategy across the Libraries to promote the expertise of librarians and the suite of services they offer: personalized consultations, customized workshops, and on-demand instructional sessions.
- With new research and assessment librarian, develop methods and processes for evaluating the qualitative impact of librarians' teaching efforts on learning.

Become a cross-disciplinary hub across the University and on each campus for fostering learning, creating, and health and well-being.

- Review list of interdisciplinary research groups and align library liaisons with each as appropriate.

Deliver services at point of need.

- Offer library-to-library delivery services (instead of U.S. or UM mail) to all three campuses.
- Implement the Textbook Affordability pilot in partnership with the Camner Academic Resource Center and the UM Campus Store (formerly UM Bookstore).
- Build and deploy redesigned library websites based on UX best practices to improve discovery, access, and utilization of library services, collections, and programs.

A Resource for Hemispheric and Global Knowledge

Focus our collection strategies to enrich and demonstrate the relevance of the Libraries' print and digital collections.

Goals

Build collections and conduct digitization initiatives with global, hemispheric, and local partners to meet the teaching, learning, research, and clinical care needs of the University community.

Initiatives | 2017-2018

- Plan for and begin processing the Kislak Collection of the Early Americas, Exploration and Navigation prior to its arrival at UM.
- Develop a systematic collections assessment and management strategy, including usage analysis, to support collection development, management, and digitization decisions.
- Continue work underway with UM Real Estate and Campus Planning and Development to address both short- and medium-term collection storage needs.

Facilitate seamless discovery and access to UM cultural and library collections and institutional repository content.

- Include Lowe Art Museum collections in the uSearch interface.
- Include library repositories (AToM, CONTENTdm, Digital Commons) in the uSearch interface.
- Test and pilot digital collection management systems to replace CONTENTdm.
- Go live as a DPLA South Florida service hub.
- Initiate OCLC Reclamation for library collections to ensure accurate representation of UM holdings in the WorldCat database, facilitating interlibrary loan and discovery services.
- Explore and adopt software (e.g., RAMP, SNAC) and processing workflows that when implemented will routinely expose special collections to Wikipedia and other search engines.

Enable and lead in the transformative use of print and digital collections.

- Implement the Mellon-Funded project "CREATE: Leveraging Cultural Resources through Intra-Institutional Collaboration."
- Assess and potentially expand our effort to make digital collections more available for computational uses (such as the *La Gaceta* project).

Ensure the long-term preservation of print and digital collections.

- Ensure all appropriate digital collections are preserved in the APTrust.
- Test and document current local digital preservation infrastructure.

Facilitate Research and Scholarship

Build new services and infrastructure to support and accelerate research.

Goals

Support digital scholarship.

Initiatives | 2017-2018

- Transform the GIS Lab into a lab that supports a range of digital scholarship activities.
- Form a cohesive Digital Scholarship unit under the umbrella of Digital Strategies.

Support curation of research data generated at the University.

- Refine the Research Data Services website with inclusion of broader array of digital scholarship activities.

Support openness in scholarly communication.

- Develop policies and guidelines for direct repository deposit and for journal publishing.

Facilitate collaboration and interdisciplinary research partnerships.

- Implement “The Conversation Project” – an initiative to engage faculty in conversation about their current and future research and teaching.

A Place for Dialogue

Foster understanding by serving as a trusted and inspirational venue conducive to the conduct of civil discourse and debate.

Goals

Initiate and facilitate engagement with University and community organizations to build relationships and programs reflecting shared interests and leveraging of expertise and capacity.

Serve as a home for public lectures, colloquia, and other fora that extend and promote the University's research, teaching, cultural, and service programs.

Establish an open and welcoming setting for dialogue on the full range of global and local issues.

Initiatives | 2017-2018

- Work with regional memory organizations to include content in the DPLA Florida Network.

- Work with Facilities to ensure timely completion of the Kislak Center and promote the facility as a welcoming venue for UM School, College, Center, and Institute community outreach programs.

- Host programs in redesigned Richter Library living room, including student-initiated.

Enable the Evolving Workforce

Prepare library faculty and staff for achieving excellence in new and emerging roles.

Goals

Develop a program that enhances the knowledge base of the Libraries' workforce and fosters cross-functional organizational capacity.

Increase and maintain awareness of resources, services, expertise, and initiatives within all library departments to enhance patron interactions.

Ensure that library personnel have the tools and skills necessary to provide excellent service.

Increase awareness of and support for professional development opportunities for all library personnel.

Initiatives | 2017-2018

- Develop a personnel "skills map" or expertise database for the Libraries.

- Increase faculty and staff engagement through appropriate action steps based upon areas identified in the Gallup Survey results.

- Develop a gap analysis regarding the skills and tools needed by library personnel.

- Create an intranet page with links to existing opportunities provided by our membership organizations.