UNIVERSITY LIBRARIES | STRATEGIC PLAN 2017 - 2025

MIDTERM
SCORECARD

HEART OF LEARNING

GLOBAL KNOWLEDGE

FACILITATE RESEARCH AND SCHOLARSHIP

A PLACE FOR DIALOGUE

ENABLE THE EVOLVING WORKFORCE

UNIVERSITY OF MIAMI
LIBRARIES

GOAL I HEART OF LEARNING

1 Collaborate with University partners to offer a seamless array of learning and research services.

A.	Complete the first phase transformation of the first floor of Richter Library into a Learning Commons — a collaborative service and learning space for the Libraries and their partners.	**PLANNING STAGES**
B.	Complete planning of the second phase transformation of the first floor of Richter Library into a Learning Commons.	
C.	Improve student experience of academic services by integrating new partners into the Learning Commons as needed.	**ONGOING**
D.	Amplify the Learning Commons' impact throughout the Libraries and in other settings when possible.	
E.	Raise the visibility of the Learning Commons nationally and internationally by presenting at national conferences and venues about the work of the Learning Commons.	

2 Promote peer-to-peer learning.

A.	Provide increased access to emerging technologies and equipment for check-out in Creative Studio in multiple locations at the University Libraries.	**ONGOING**
B.	Serve as a hub for extended reality (XR) and artificial intelligence technologies.	**COMPLETED**
C.	Develop Library Research Scholars and Adobe Library Research Scholars programs to give students more opportunities to develop research and creative projects that are outside of the traditional curriculum.	
D.	Launch Peer Research Consultants program to deliver peer-to-peer research services for undergraduates in the Learning Commons' Consultation Zone.	
E.	Explore collaborations with campus and outside partners around student mental health.	**PLANNING STAGES**

3 Strengthen and promote the Libraries' teaching roles.

A.	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.	**COMPLETED**
B.	Develop methods and processes for evaluating the qualitative impact of librarians' teaching efforts on learning.	**ONGOING**
C.	Revise core job description for liaison librarian work to align with findings of "Conversation Project" — a qualitative assessment of faculty research and teaching needs.	
D.	Hire a student success librarian to develop our approach to the first-year student experience with strong ties to the academic curriculum.	**COMPLETED**

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

A.	Integrate librarians and align library liaison work with the University's Roadmap to Our New Century interdisciplinary initiatives, like U-LINK (University of Miami Laboratory for Integrative Knowledge), through engagement with key leadership in the Office of Research Administration.	**ONGOING**
B.	Develop and implement mindfulness programs and resources for the community, in collaboration with the Mindfulness in Law Program, that complement similar offerings at the Lowe Art Museum.	**COMPLETED**

5 Deliver services at point of need.	A. Offer library-to-library delivery services (instead of U.S. or University mail) to all three campuses.	COMPLETED
	B. Implement the Textbook Affordability Project pilot in partnership with the Camner Academic Resource Center and the University Campus Store (formerly University Bookstore).	
	C. Build and deploy redesigned library websites based on user experience (UX) best practices to improve discovery, access, and utilization of library services, collections, and programs.	
6 Optimize use of library spaces for learning.	A. Refresh furniture and technology to ensure spaces are commodious and flexible.	ONGOING
	B. Develop a master plan for the Richter Library and collection storage supporting all University libraries.	
	C. Renovate and implement a new Meditation Room in Richter Library in consultation with campus partners and student groups.	COMPLETED
	D. Develop new wellness and well-being areas in the libraries, starting with the master plan for Richter Library.	ONGOING

GOAL II GLOBAL KNOWLEDGE

1 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.	A. Plan for and begin processing the Kislak Collection of the Early Americas, Exploration and Navigation prior to its arrival at the University.	COMPLETED
	B. Develop a systematic collections assessment and management strategy, including usage analysis, to support collection development, management, and digitization decisions.	ONGOING
2 Facilitate seamless discovery and access to the University's cultural and library collections and institutional repository content.	A. Include Lowe Art Museum collections in the uSearch interface.	COMPLETED
	B. Include library repositories (AToM, CONTENTdm, Digital Commons) in the uSearch interface.	ONGOING
	C. Test and pilot digital collection management systems to replace CONTENTdm.	COMPLETED
	D. Go live as a Digital Public Library of America (DPLA) South Florida service hub.	
	E. Initiate OCLC reclamation for library collections to ensure accurate representation of University holdings in the WorldCat database, facilitating interlibrary loan and discovery services.	ONGOING
	F. Explore and adopt software (e.g. SNAC) and processing workflows that when implemented will routinely expose distinctive collections to Wikipedia and search engines.	
3 Enable and lead in the transformative use of print and digital collections.	A. Implement "CREATE: Leveraging Cultural Resources through Intra-Institutional Collaboration," a project funded by The Andrew W. Mellon Foundation.	COMPLETED
	B. Assess and potentially expand efforts to make digital collections more available for computational uses (such as La Gaceta project).	ONGOING
4 Ensure the long-term preservation of print and digital collections.	A. Ensure all appropriate digital collections are preserved in the Academic Preservation Trust (APTrust).	COMPLETED
	B. Test and document current local digital preservation infrastructure.	ONGOING

5 Increase international engagement at both organizational and individual levels.	A. Host IATUL (International Association of University Libraries) 2022 annual meeting and regional summits.	COMPLETED
	B. Enhance faculty awareness of international professional development opportunities and review travel funding support.	ONGOING
	C. Establish the "Library Network" within the Hemispheric University Consortium (HUC) in order to facilitate the Consortium's goals and global engagement.	COMPLETED

GOAL III FACILITATE RESEARCH AND SCHOLARSHIP

1 Support digital scholarship.	A. Transform the GIS Lab (Digital Scholars Lab) into a space that supports a range of digital scholarship activities.	ONGOING
	B. Form a cohesive Digital Scholarship unit under the umbrella of Digital Strategies.	COMPLETED
2 Support curation and discovery of University faculty scholarship.	A. Further develop Research Data Services in the University Libraries.	ONGOING
	B. Partner with relevant University units to ensure that the Libraries provide a comprehensive record of University faculty scholarship.	
3 Support openness in scholarly communication.	A. Develop policies and guidelines for direct repository deposit and for journal publishing.	ONGOING
4 Facilitate collaboration and interdisciplinary research partnerships.	A. Implement "The Conversation Project," an initiative to engage faculty in conversation about their current and future research and teaching.	COMPLETED
	B. Develop a Faculty Commons on the third floor of Richter Library that can facilitate interdisciplinary faculty collaboration, serve as event space, and connect to related third floor services (active learning spaces, conference room, digital scholarship, and research librarians).	PLANNING STAGES

GOAL IV A PLACE FOR DIALOGUE

1 Engage with University and community partners.	A. Work with regional memory organizations to include content in the Digital Public Library of America (DPLA) Florida Network.	ONGOING
2 Host public lectures, colloquia, and dialogues on issues of importance, including topics addressing diversity, equity, accessibility, and inclusion.	A. Work with Facilities to ensure timely completion of the Kislak Center and promote the facility as a welcoming venue for community outreach programs for University schools, colleges, centers, and institutes.	COMPLETED
	B. Develop a land acknowledgement statement to be made at the start of each public program.	
	C. Establish a Libraries Indigenous Studies Group (LISG) to celebrate and elevate contemporary Indigenous experiences and history through multiple avenues, like developing new research guides and hosting public events related to their charter.	

3 Optimize use of library spaces for research and creativity.	A. Host programs in new (enclosed) Flexible Learning Environment in Learning Commons (completed portion), including student-driven programs.	ONGOING

GOAL V ENABLE THE EVOLVING WORKFORCE

1 Develop knowledge base of employee capabilities.	A. Develop a personnel "skills map" or expertise database for the Libraries.	PLANNING STAGES
2 Increase employee awareness of Libraries service programs.	A. Increase faculty and staff engagement through appropriate action steps based upon area identified in the Gallup Survey results.	ONGOING
3 Ensure that employees have the tools and skills necessary to provide excellent service.	A. Develop a gap analysis regarding the skills and tools needed by library personnel.	PLANNING STAGES
4 Increase employee awareness of professional development opportunities.	A. Create an intranet page with links to existing opportunities provided by our membership organizations.	PLANNING STAGES
	B. Pilot a new library employee resource group, called the "Well-being Collective," that draws upon the in-house expertise of library employees to offer optional well-being programs (mindfulness, yoga, etc.) to other library employees.	COMPLETED
5 Increase an equitable, diverse, accessible, and inclusive workplace.	A. Establish a Diversity, Equity, Accessibility, and Inclusion (DEAI) Council that raises issues and makes recommendations to advance human diversity in the Libraries.	COMPLETED
	B. Promote tangible support to staff pursuing professional library and information science degrees.	ONGOING
	C. Ensure personnel search and hire processes help to recruit and support a diverse workforce.	
	D. Retain current employees in the Libraries from underrepresented groups.	

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