UNIVERSITY LIBRARIES
STRATEGIC PLAN
2012-2014

UNIVERSITY of DAYTON
University Libraries

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INTRODUCTION AND CONTEXT

This three year plan, developed with extensive input from faculty, staff, and students, builds on the success of the University Libraries 2006-2011 Strategic Plan which focused on building and sustaining collections that supported the University's educational and research mission; providing inviting, functional, and flexible spaces; building the UD Digital Library; and developing the people and structure needed to achieve these goals. The new plan charts a course for the future within the context of the University of Dayton's Strategic Plan (http://www.udayton.edu/strategicplan/) which articulates five strategic goals: Education, Scholarship, Identity, Engagement, and Stewardship. The Libraries' plan includes two additional strategic priorities: Destination and Effectiveness. Like all strategic plans, this one is flexible enough to respond to unforeseen changes in the University, the Libraries, and the field of higher education.

THE UNIVERSITY OF DAYTON LIBRARIES YESTERDAY AND TODAY

The history of the University Libraries reflects the changing priorities of changing eras. It is replete with examples of purposeful innovation and the ongoing pursuit of quality service and effectiveness. Bro. Frank Ruhlman, S.M., displayed an impressive farsightedness and led the way for other college libraries in 1928 when he became one of the first directors in the country to use the Library of Congress's classification system. Librarians of the University of Dayton were charter members and promoters of the worldwide bibliographical network known as OCLC. More recently the University of Dayton Libraries have wholeheartedly participated in the planning for and implementation of OhioLINK. University of Dayton librarians continue to provide leadership to this world-renowned library consortium.

Unique library resources and programs have been developed which both express and enrich the Catholic and Marianist identity of the University and its international vision. The Marian Library, from a very humble beginning in 1943, has become a world-renowned specialized library focused on the Virgin Mary; closely allied to the Marian Library, the International Marian Research Institute (IMRI), formally established in 1975 in alliance with the Marianum in Rome, progressively developed out of the Library's educational outreach efforts. The development of the Library's various Marian image collections, as well as the initiation of its art gallery, devoted to contemporary Marian art, and a museum focused on Nativity Sets from around the globe has been encouraged and enhanced by IMRI. In 1998, the U.S. Catholic Collection was begun within Roesch Library to support the University's doctoral program on the U.S. Catholic Experience.

Together, the Libraries form an academic focal point, a center for the enrichment of the intellectual and cultural life at the University. Their faculty and staff are recognized for seamlessly connecting both real and virtual resources and services, as well as for contributing through their

dedicated and committed organizational culture to the educational mission of the University of Dayton. They actively participate in the campus and the wider library communities, reflecting thereby the University's Catholic and Marianist tradition and its international interest and engagements.

OVERVIEW OF THE STRATEGIC PRIORITIES

The seven strategic priorities, along with their associated initiatives and tactics, highlight key goals for the University Libraries and how we aim to meet them. These priorities reflect the evolving nature of academic libraries, the needs of a research-intensive university, and the dynamic realities of 21st century students, faculty, and staff. Unlike most other library strategic plans, this plan addresses these issues within the framework of a Catholic and Marianist university. The influence and importance of the University's Catholic and Marianist heritage and identity is evident throughout the plan from the preservation and discoverability of the Libraries' extensive collections devoted to the Virgin Mary and the U.S. Catholic experience to the increased visibility and enrollment of the International Marian Research Institute (IMRI).

This plan attempts to be appropriately aspirational while recognizing the current reality of limited availability of resources. Facilities issues beyond the control of library personnel (i.e. new building, extensive renovation) or already in progress (i.e. elevators, exterior, HVAC) were addressed in limited ways, if at all. Issues such as reallocating space for an integrated learning commons, improving IMRI classrooms, and providing appropriate storage solutions for unique collections have been addressed.

The effective management of electronic resources, digital collections, and the institutional repository are significant challenges for the modern academic community and are addressed to varying degrees in this plan. A fundamental step toward success is the development of a technology-oriented library culture that enables all staff and faculty to meet the increasingly technical needs of an academic library in the 21st century.

The University Libraries' staff and faculty are diverse, innovative, collaborative, and talented people who provide excellent service, assume leadership roles on campus, and respond positively to change. To ensure continued excellence, the seventh strategic priority addresses the effectiveness of the Libraries' culture, processes, and, most importantly, the people on whom the success of this plan rests.

THE SEVEN STRATEGIC PRIORITIES

- **Advance learning and teaching in support of transformative education**
- **Promote and facilitate the University's outstanding research, scholarship, and artistic creation**
- **Become an internationally recognized destination for Marian scholars**
- **Enrich and sustain the University's Catholic and Marianist identity**
- **Engage the diverse intellectual, social and cultural interests of the University community**
- **Enable responsible and sustainable stewardship of libraries' collections and facilities**
- **Operate effectively, creatively and proactively**

PRIORITY 1: ADVANCE LEARNING AND TEACHING IN SUPPORT OF TRANSFORMATIVE EDUCATION

Initiative 1.1: Seek new opportunities for teaching partnerships and curricular support.

Objective 1: Investigate and pilot new approaches that enhance undergraduate information literacy.

Objective 2: Identify library instruction opportunities and research tools focused on unique collections.

Objective 3: Develop and fund interdisciplinary co-curricular programming that complements the curriculum with special attention on CAP and interdisciplinary courses.

Initiative 1.2: Create services and spaces that support new approaches to learning and information creation, discovery, delivery and use.

Objective 1: Develop and pilot new services that effectively reach international and graduate students.

Objective 2: Maximize spaces to provide a welcoming, student- centered environment to support varied learning styles.

Objective 3: Provide user friendly communication and information delivery channels.

Objective 4: Improve discoverability of hidden special collections.

Objective 5: Diversify and evolve delivery of information services that best reach beyond Roesch Library.

PRIORITY 2: PROMOTE AND FACILITATE THE UNIVERSITY'S OUTSTANDING RESEARCH, SCHOLARSHIP AND ARTISTIC CREATION

Initiative 2.1: Create a sustainable infrastructure and architecture for effective electronic knowledge management.

Objective 1: Implement best practices for the development of digital collections.

Objective 2: Promote developments in scholarly communication to the University community.

Objective 3: Allocate resources and identify funding sources to expand current digital projects into a comprehensive digital program.

Objective 4: Partner with other units to lead copyright initiatives on campus.

Initiative 2.2: Lead an effort to preserve and manage the scholarly output of the research process.

Objective 1: Expand submission of materials to the Electronic Theses and Dissertation Center.

Objective 2: Partner with UDit, UDRI, CAS, etc. to develop options for data management, storage and curation.

Objective 3: Provide processes and structure to facilitate the broad dissemination of original knowledge and art created by UD faculty, staff and students.

Objective 4: Develop a comprehensive strategy for implementing and sustaining the institutional repository for the preservation of administrative records.

Initiative 2.3: Provide leadership and support for UD electronic publishing initiatives.

Objective 1: Move Marian Library journals and newsletter to online platform.

Objective 2: Offer service to campus units with a need for electronic dissemination of conference proceedings, workshops, newsletters, etc.

Objective 3: Investigate collaborative electronic publishing projects with NACMS.

PRIORITY 3: BECOME AN INTERNATIONALLY RECOGNIZED DESTINATION FOR MARIAN SCHOLARS

Initiative 3.1: Increase reputation and visibility of ML/IMRI academic programs and research.

Objective 1: Increase enrollment and enrollment options in ML/IMRI academic program.

Objective 2: Pursue accreditation of dual Ph.D/S.T.D degree through the Association of Theological Schools.

Objective 3: Enhance access to scholarly content created for the Mary Page web site.

Objective 4: Integrate IMRI academic program information into UD Graduate School Web site.

Initiative 3.2: Increase financial and physical viability of ML/IMRI academic program.

Objective 1: Pursue funding for student scholarships and research grants.

Objective 2: Increase available space for Marian Library/IMRI academic operations.

PRIORITY 4: ENRICH AND SUSTAIN THE UNIVERSITY'S CATHOLIC AND MARIANIST IDENTITY

Initiative 4.1: Ensure prominence and visibility of Catholic and Marian collections.

Objective 1: Investigate and prioritize collections to digitize that are unique to UD and have a national and/or international value.

Objective 2: Address storage and preservation needs of Catholic and Marian collections.

Objective 3: Explore opportunities to increase online and physical visibility and discoverability of Catholic and Marian Collections.

Objective 4: Expand physical space for the ML/IMRI to accommodate growing collections and researchers and staff.

Objective 5: Explore use of space and signage to enhance physical presence of the US Catholic Special Collection Suite.

Objective 6: Develop new programs that highlight the religious special collections.

Initiative 4.2: Deepen and expand knowledge of Mary and the University's Catholic and Marianist identity.

Objective 1: Develop a greater understanding of the University's mission and identity within the Libraries.

Objective 2: Utilize the Libraries' collections and expertise to promote the heritage of the Marianist Founders.

Objective 3: Investigate partnership opportunities with the North American Center for Marianist Studies.

PRIORITY 5: ENGAGE THE DIVERSE INTELLECTUAL, SOCIAL AND CULTURAL INTERESTS OF THE UNIVERSITY COMMUNITY.

Initiative 5.1: Offer and promote varied resources that support intercultural and international learning across the community.

Objective 1: Expand international dimension of our collections.

Objective 2: Review University Libraries' Diversity and Inclusion Committee.

Initiative 5.2: Increase use of Libraries' collections and services.

Objective 1: Evaluate effectiveness of existing marketing materials and programs.

Objective 2: Analyze reference and circulation transactions for trends and indications for improvement and/or change.

PRIORITY 6: ENABLE RESPONSIBLE AND SUSTAINABLE STEWARDSHIP OF LIBRARIES' COLLECTIONS AND FACILITIES

Initiative 6.1: Develop an innovative and collaborative approach to electronic materials acquisitions and historical physical collection preservation and access.

Objective 1: Develop new formula and approach to monograph acquisition.

Objective 2: Develop comprehensive preservation program for important library, archival and special collections.

Objective 3: Assess historical print collection and determine future needs and alternate delivery methods for this information.

Initiative 6.2: Enhance intellectual control of archival collections throughout the Libraries.

Objective 1: Ensure Libraries' archival practices are aligned with best practices.

Objective 2: Create or refine archival collection development policies and plans.

Objective 3: Develop common goals and standards for archival collections across units.

Initiative 6.3: Focus efforts to manage increasingly complex, diverse electronic resources.

Objective 1: Develop sustainable license tracking process for electronic resource subscriptions.

Objective 2: Implement automated request and response model for the harvesting of electronic usage data.

Objective 3: Identify and pursue steps toward electronic management of University Records.

Initiative 6.4: Maximize spaces to provide adequate and appropriate environment for staff and collections.

Objective 1: Continue to evaluate staff spaces to create and maintain flexible work spaces.

Objective 2: Analyze current work space assignments and determine availability of additional office/work space for new employees.

Initiative 6.5: Increase external funding to support projects, programming and strategic initiatives.

Objective 1: Pursue funding for library-wide preservation needs assessment and preservation plan.

Objective 2: Pursue funding for comprehensive collections assessment of Marian Library collections.

Objective 3: Establish comprehensive and sustainable development program.

PRIORITY 7: OPERATE EFFECTIVELY, CREATIVELY AND PROACTIVELY

Initiative 7.1: Empower staff to meet strategic goals.

Objective 1: Establish a series of forums and discussions about 21st century libraries.

Objective 2: Identify appropriate personnel and necessary skills to meet strategic initiatives and develop appropriate training plans.

Objective 3: Reexamine new employee orientation program and implement change as appropriate.

Objective 4: Build sustainability planning into all long-range programs and services.

Initiative 7.2: Develop a culture of meaningful assessment.

Objective 1: Reevaluate coordination of assessment activities across the Libraries.

Objective 2: Develop avenues to obtain regular student feedback.

Objective 3: Identify appropriate measurement tools and desired outcomes as part of any new service or program planning and implementation process.

Initiative 7.3: Foster a community of continuous learning and development.

Objective 1: Evaluate professional development days and make recommendations for next 3 years.

Objective 2: Incorporate a deeper understanding of the work of the Libraries into student employee training.

Initiative 7.4: Harmonize strategic processes of the Roesch Library, the University Archives and the Marian Library/International Marian Research Institute.

Objective 1: Improve inter-library communication.

Objective 2: Assess areas of duplicated effort and consolidate activities as appropriate.

STRATEGIC PLANNING PROCESS

In October 2011, the Strategic Planning Update Core Group set out to draft a plan that would define the University Libraries' strategic direction for the next three years. One primary objective was to align the Libraries' plan with the University's Strategic Plan. See http://www.udayton.edu/strategicplan/ for more information.

Using the Libraries' "Strategic Plan 2006-2011 Final Report" as a starting point, the Strategic Planning Update Core Group was charged with the following:

- Soliciting library-wide input on strategic topics and incorporating the output into the strategic plan update process
- Reviewing the current mission, vision, values, and actions statements, proposing revisions if needed
- Reviewing the existing strategic directions and goals to determine whether they should be continued, continued with revisions, or removed
- Draft new recommended strategic directions and goals as needed to articulate the University Libraries' strategic initiatives for 2012-2014, based on the "Final Report," the information gathered during topical sessions, core group discussions, and other pertinent information available.

All staff and faculty in the University Libraries were encouraged to contribute ideas and provide input into the process by a variety of means, including individual and team meetings, open forums, and written feedback. Student feedback gathered from social media sources and standardized surveys, including LibQUAL+® and the National Survey of Student Engagement (NSSE), was also included. Data gathered from reports, publications, and other strategic plans helped identify current and future trends in libraries.

Revised drafts of the University Libraries' Mission, Vision, and Values documents were circulated among the Libraries' staff and faculty for comment in February 2012. Additional revisions were completed before the document was distributed in April 2012.

A draft of the new strategic plan was circulated for comment among the Libraries' staff and faculty in early May 2012. Additional changes were made by the Dean and Provost over the summer. The completed plan was distributed in November 2012.

Thank you to all who contributed to this plan.

The Strategic Planning Update Core Group consisted of eight members from across the University Libraries: Rachel Bilokonsky, Ione Damasco, Amy Gullen, Emily Hicks (chair), Patricia Meinking, Fran Rice, Fr. François Rossier and Matt Shreffler.