

UNIVERSITY of HOUSTON | LIBRARIES

2017-2021 STRATEGIC PLAN



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Dean's Message

Picture two students sitting at a table in the library. A couple of books lay open, along with a laptop and a tablet. A smart board stands nearby. They're collaborating on a project. They're creating new knowledge. Maybe they've learned something that creates that "a-ha" moment. Perhaps they've discovered a new discipline that they want to pursue, or have a greater understanding of what their professor was trying to teach them.

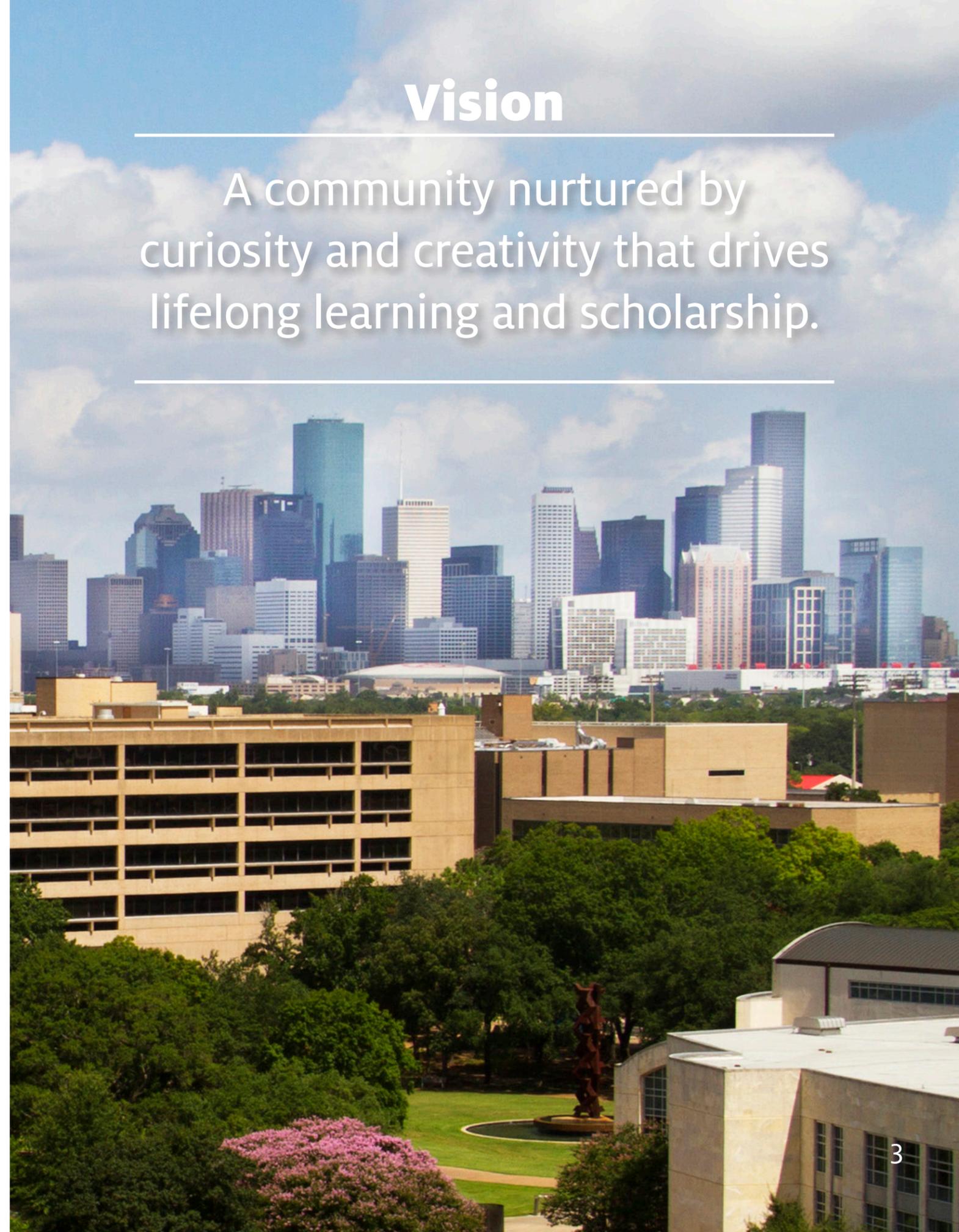
Libraries transform lives.

The University of Houston Libraries is embarking on an exciting strategic plan that befits a library for this age and for this time. As the University of Houston grows and aspires to new heights, always keeping student success at the forefront of its mission,

so does the UH Libraries. Each of the goals of our strategic plan furthers research productivity and student success. Every great university deserves a great library. It is not a luxury; it is a necessity.

We hope that you will collaborate with us and lend us support as we commence an ambitious journey. It will take all of us pulling together to achieve these important goals. We are moving onward, forward, and upward together, and together, we will achieve.

Lisa A. German
Dean, Elizabeth D. Rockwell Chair



Vision

A community nurtured by curiosity and creativity that drives lifelong learning and scholarship.

Mission

University of Houston Libraries advances student success, knowledge creation and preservation, and globally competitive research.

Values

COMMUNICATION - We are intentional about communicating externally and internally about the value of our services, resources, and expertise that we offer to library users.

CONTINUAL IMPROVEMENT - We engage in systematic assessment to improve processes, services, and programs.

CURIOSITY & EXPERIMENTATION - We support experimentation, innovation, and development of new ideas, programs, services, tools, and technologies that spur excellence within the libraries and for the UH community.

DIVERSITY & INCLUSION - We respect all aspects of diversity and create an inclusive virtual and physical environment, for all learners, researchers, and library staff. We are responsive in providing spaces, services, programs, and resources that promote and value diversity.

EXCELLENCE IN COLLECTIONS - We build collections of national prominence that align with the research and teaching priorities of the University. We engage diverse audiences and provide seamless discovery of and access to these collections.

PARTNERSHIPS & COLLABORATION - We leverage the power of partnerships and collaboration to enrich services locally and expand our impact globally. We improve outcomes through internal and external collaborations, including the local community, the UH system, and professional alliances.

SERVICE EXCELLENCE - We are user-centered and work assiduously to create a high-quality user experience. We are deliberative in our interactions with users, anticipate their changing needs, and provide services that are targeted, empowering, innovative, and inclusive.

STAFF EXCELLENCE - We cultivate a diverse, stimulating, and supportive work environment that attracts the very best in library talent, and encourages librarians and staff at every level to continuously develop and expand their knowledge and expertise.

Introduction

The University of Houston is a premier research institution, offering opportunities for learning, discovery, and engagement to a diverse population. The UH Libraries, a key component of the University's success, must anticipate and respond to the research and educational needs of its constituents in a globally interdependent world. UH Libraries Strategic Plan, FY 2017 – 2021, serves as the foundation for the UH Libraries' continued excellence, constant improvement, and growing national reputation as a

top research library. At the heart of this plan lie the University of Houston's Strategic Goals.

The UH Libraries' Strategic Plan, FY 2017 - 2021, is guided by the Libraries' shared organizational values, input from the Office of the Provost, and is closely aligned with University priorities. The goals and initiatives of this document will provide guidance for departments, functional units, and individuals over the next five years.

There are four major areas of focus in the UH Libraries' Strategic Plan:

- Position UH Libraries as a Campus Leader in Research Productivity
- Assure the Quality and Relevance of Collections for Campus and Global Communities
- Position UH Libraries as a Campus Leader in Student Success Initiatives
- Transform Library Spaces to Reflect Evolving Modes of Learning and Scholarship

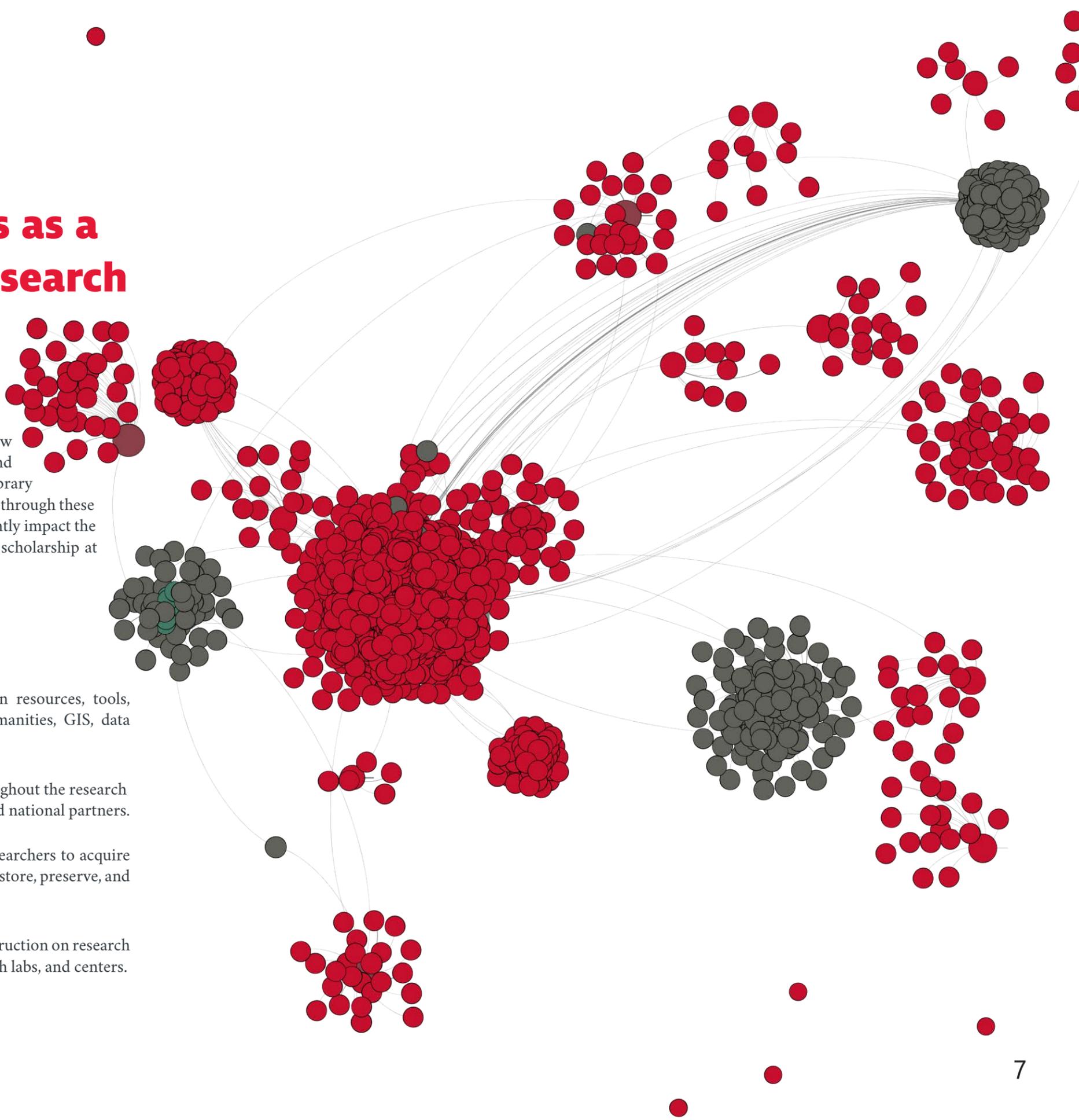
Goals & Initiatives

Position UH Libraries as a Campus Leader in Research Productivity

The University of Houston is elevating its status as a nationally prominent research university. Researchers are making new demands on available resources, seeking new funding sources, exploring new modes of scholarship, and acquiring and managing a vast array of research data. The library can build the tools and expertise to help the campus navigate through these changes. By positioning the library to do so, we can significantly impact the success of campus research, preserve and expand access to scholarship at UH, and document research excellence.

Initiatives

- Create a digital scholarship program that invests in resources, tools, space, and expertise to lead advances in digital humanities, GIS, data visualization, and qualitative data research activities.
- Provide leadership in data management services throughout the research life cycle in collaboration with university, regional, and national partners.
- Expand and promote repository services enabling researchers to acquire and use collections for research endeavors as well as to store, preserve, and publish research output.
- Partner with faculty and researchers to implement instruction on research productivity tools and data literacy for classes, research labs, and centers.



Assure the Quality and Relevance of Collections for Campus and Global Communities

The Libraries' collections are key to the University's national competitiveness and embody the intellectual identities and research ambitions of our campus communities. New technologies continue to revolutionize information discovery, creation, and preservation. As a result, we are changing the way we acquire and make collections available to students and researchers, locally and globally. In order to propel the University to national prominence, sustain student learning, and foster the creation of new knowledge, we fashion collections that reflect the teaching and research priorities of the University and attract top faculty and scholars.

Initiatives

- Articulate our collection building, management, and retention strategies to reflect and anticipate advances in research strengths and learning priorities, as well as to reflect the diversity of the institution.
- Leverage regional and national partnerships to enable flexibility in local collection management and in our ability to share our collections globally.
- Aggressively acquire unique and primary source materials that reflect University research priorities and promote community engagement and national prominence.
- Augment digital, linked data, and open access initiatives to maximize global access to unique and primary source materials.
- Integrate internal and external systems, repositories, and websites for efficient use of our resources and improved user experience.
- Partner with faculty to embed research collections into the curriculum to advance the research and critical thinking skills of students.



To meet new challenges, we can take a stronger leadership role on campus in developing curricula, programming, and services.

Position UH Libraries as a Campus Leader in Student Success Initiatives

Enrollment, retention and graduation are pillars of the University of Houston student success initiative. Students are experiencing evolving learning environments and rising to the challenge of more rigorous academic expectations and programs such as UHin4. Rising enrollment and retention have increased demand on space and campus resources. UH Libraries offers a strong array of instructional and co-curricular services and programs. To meet new challenges, we can take a stronger leadership role on campus in developing curricula, programming, and services.

Initiatives

- Develop robust services and learning programs that address growth in online and blended learning environments.
- In partnership with faculty, enrich instructional and assessment methods to facilitate deep learning experiences for acquiring advanced level information literacy and critical thinking skills that give students a competitive edge in the workforce.
- In partnership with Academic Affairs and Student Affairs units, forge strategies that enrich the out-of-class experience and develop knowledge and skills necessary for improving retention and on-time graduation.
- Develop customized services and instruction to facilitate scholarly and professional success throughout the graduate student life cycle.
- Extend and augment resources and services to faculty and students engaged in asynchronous and distance education.

Transform Library Spaces to Reflect Evolving Modes of Learning and Scholarship

Library spaces, both physical and virtual, make a statement about the quality of teaching and research that define UH, and can be destinations for creative exploration. Our users have different values, beliefs, backgrounds, interests, and learning preferences. We have a responsibility to provide spaces that offer diverse, flexible, and high-quality experiences, and

extend learning and research beyond traditional classrooms and labs. Additionally, higher education trends suggest that students and faculty will seek more experiential and blended learning experiences. UH Libraries will aim to transform how students, faculty, and the community are able to use library spaces to discover, interact, and create knowledge.

Initiatives

- Develop creative spaces that enable interdisciplinary learning and research through hands-on experiences in research conception, design, visualization, and creation.
- Design adaptive spaces that allow users to form their own learning environments throughout library facilities and adopt flexible policies on how spaces are used to be responsive to student learning and faculty development needs.
- Expand access to computing and technology throughout library facilities.
- Enhance building access, amenities, furniture, and ambiance to meet evolving learning and comfort needs of our students and faculty.
- Create exhibit spaces to engage the community with special collections, traveling exhibitions, and to showcase student and faculty work.
- Create new spaces to manage the growth, use, and preservation of special collections.
- Integrate the physical and online user experience to enable intuitive, rapid discovery of services and spaces.
- Assure physical and online services and spaces are designed to be accessible to all.



Methodology

Data Collection

To help formulate strategic goals and initiatives for the UH Libraries, the Strategic Planning Team (SPT) compiled data from a variety of sources. The team started the data gathering process by scanning internal and external trends and practices. Activities in the environmental scan included reviewing internal Libraries departmental initiatives and plans; benchmarking other institutions' strategic initiatives; and conducting a literature review on trends in libraries. Data drawn from the environmental scan helped the team to better understand the current strategic planning landscape among peer and aspirational institutions. Additionally, SPT reviewed data from the LibQual and ECAR surveys to understand users' satisfaction, behavior, and future technology needs.

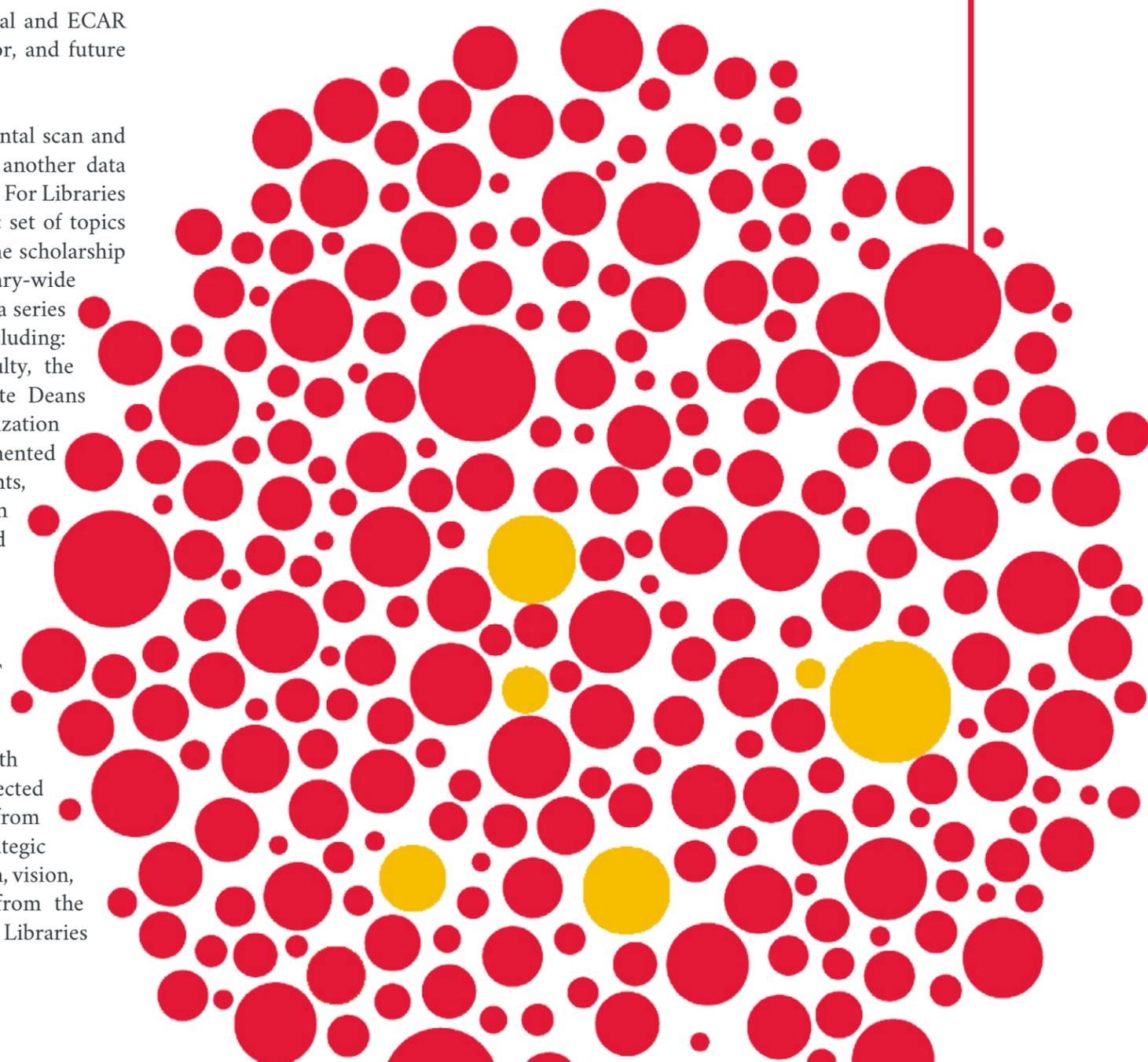
The team drew upon results from the environmental scan and the review of surveys to develop questions for another data gathering practice – stakeholder feedback sessions. For Libraries stakeholders, SPT solicited feedback on a specific set of topics including student success, national recognition, the scholarship lifecycle, and digital scholarship during two library-wide information gathering events. The team also held a series of focus groups with external stakeholders including: undergraduate students, graduate students, faculty, the Faculty Senate Library Committee, the Associate Deans for Research, and the Geospatial and Data Visualization Interest Group. The focus groups were supplemented with an online form giving invited participants, particularly those that could not attend, an opportunity to submit answers to questions asked in the face-to-face sessions.

Data Analysis

After completing the stakeholder sessions, SPT members compiled all feedback and coded collected data around major topics/themes. Team members visualized data using Tableau software to assist with the analysis of the coded data. SPT members reflected on the visualized data and on the data compiled from the environmental scan activities to generate strategic goals and initiatives as well as the Libraries' mission, vision, and values. Finally, SPT incorporated results from the Digital Scholarship Services Team's report into the Libraries strategic goals and initiatives.

SPT members made the development of the 2017-2021 Strategic Goals and Initiatives process as open and transparent as possible. To update the Libraries on the work of the team, the members developed multiple channels for communication. The team created a space on the Libraries' Intranet and posted regular updates on progress and upcoming activities. The SPT Chair reported on progress at the monthly Leadership Advisory Council meetings. Finally, the team held a library open forum to share a draft of the strategic goals and initiatives and to solicit feedback from the Libraries' stakeholders.

Communication



Committee Charge & Members

Jackie Bronicki
Kerry Creelman
Josh Denby
Marcus Elizondo
Esmeralda Fisher
Christina Gola (Chair)
Christian Kelleher
Marilyn Myers
Santi Thompson
Annie Wu

The UH Libraries' Strategic Planning Team (SPT) is charged to draft a clear and concise strategic plan that will define the Libraries' strategic goals and directions until 2020.

The Plan should support the following:

■ The Presidents' Vision and Priorities 4 "big rock initiatives:" UH Energy, UH Health, UH Arts and the Star Initiative.

www.uh.edu/president/vision-priorities/four-initiatives/

■ The 6 University Mission Goals: "Nationally Competitive, Student Success, Community Advancement, Athletic Competitiveness, Local and National Recognition, and Competitive Resources."

www.uh.edu/about/mission/goals/

Specifically, the SPT will:

■ Create a strategic planning process that engages the UH Libraries librarians and staff.

■ Consider UH student and faculty needs and expectations, including a review of recently published studies and surveys, both local and national.

■ Identify external forces that are likely to have an impact on the UH Libraries and other ARL libraries in the next five years; conduct an external environmental scan to identify strategic plan exemplars from other leading research libraries.

■ Build upon the Libraries Strategic Directions document from 2013-2016 in creating mission, vision and values statements.

■ Prepare a Strategic Plan draft plan for submission to the Dean no later than April 1st, 2016.

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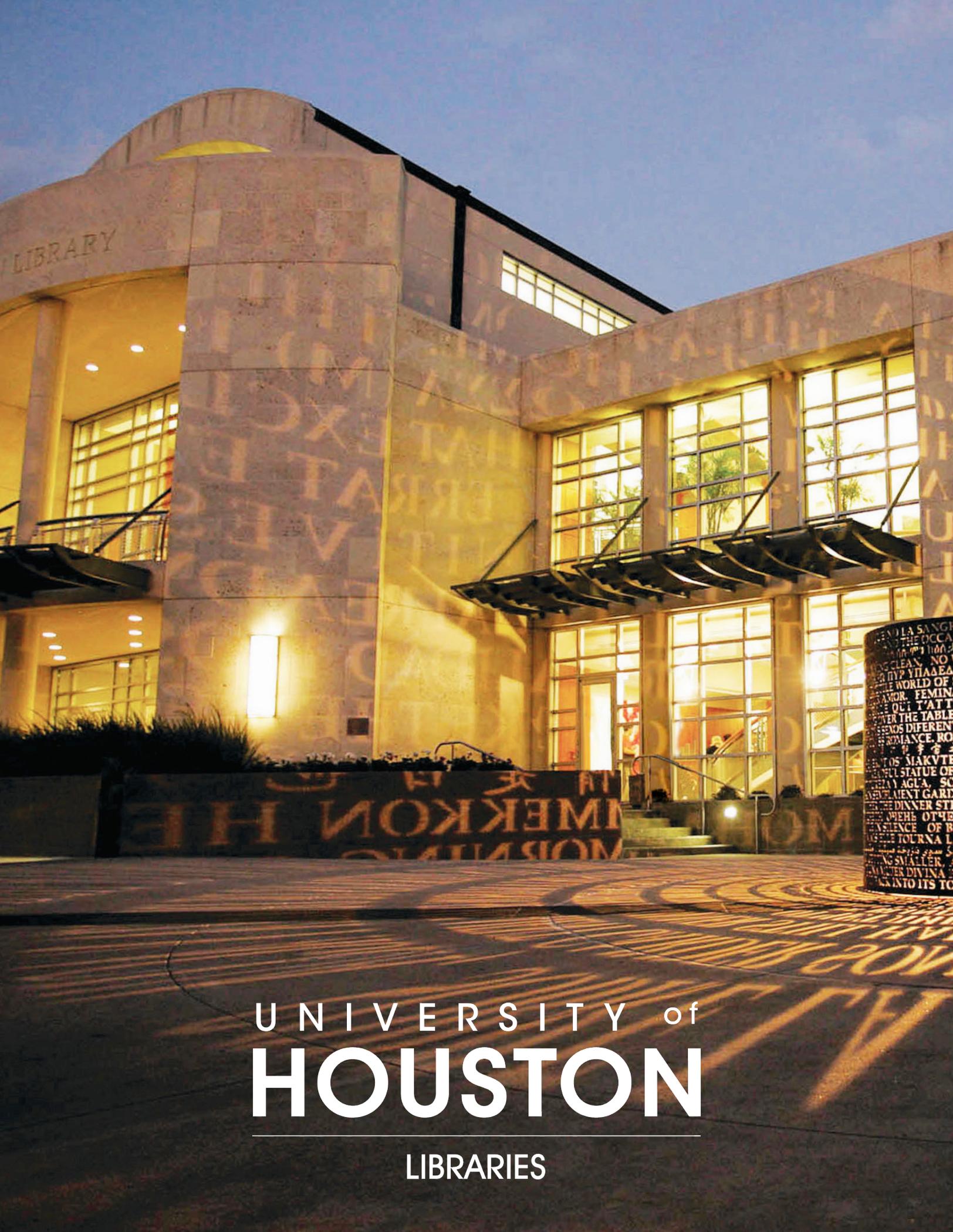
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