University of Hawaii at Manoa Library
Strategic Plan 2008-2015

Vision

Mālama i ka ʻike
   "Caring for Knowledge"

Mission

The University of Hawaiʻi at Mānoa Library acquires, organizes, preserves, and provides access to information resources vital to the learning, teaching, and research mission of the University.

Values

We value the diverse communities that we serve.

- We provide responsive service that contributes to their success.
- We strive to anticipate and meet their information needs.
- We aspire to excel in our services.

We value a research-oriented, user-centered environment.

- We provide clean, safe, comfortable space that meets the needs of the users, staff, and the collections.
- We create spaces conducive to intellectual discussions and discovery
- We promote the Library as essential to the University, its diverse communities, and its inspiring accomplishments.

We value the collections.

- We gather, organize, and facilitate the retrieval of library resources to support the land, sea, and space grant programs and the other research intensive programs of the University.
- We preserve our collections according to national standards for the sake of future generations of students and scholars.
- We build distinctive and unique collections with Hawaiian, Pacific, and Asian orientations that benefit the University, the people of Hawai'i, the region, and the world.

We value a positive work environment.

- We work together collaboratively and collegially by encouraging cooperation and by contributing to an atmosphere of mutual respect.
- We communicate clearly and openly.
- We pursue practices that are efficient and productive.
- We appreciate innovation and creativity.

We value support for library services.

- We are fiscally responsible and expend our resources wisely.
- We diversify our sources of support.
- We encourage entrepreneurism and experimentation.
- We collaborate with units on campus and organizations elsewhere for grants and awards.
- We honor those that provide gifts of funds and materials, not only by various recognitions, but by redoubling our efforts to maintain high standards for our services and collections.

Strategic Goals

I. The Library anticipates and meets the needs of our public with easy-to-use, anytime & anywhere access to knowledge.

II. The Library is the essential steward for collections that serve our diverse communities

III. The Library provides a safe and secure physical environment that includes comfortable areas and spaces for studying and group gatherings.

IV. The Library has a highly efficient workflow with high productivity and excellent problem-solving abilities.

V. The Library is highly visible to the communities it serves.

Discovery & Delivery Team charge

Goal I: The Library anticipates and meets the needs of our public with easy-to-use, anytime & anywhere access to knowledge.

Action One: *Review, recommend, and outline an implementation plan for one or more software/electronic products or services which enhance seamless discovery, access, and/or delivery of library resources and services.*

Library users, particularly students of the "Why" generation, have growing expectations for discovery and delivery of information to be easy and readily available from a single source. Even faculty as they move towards open scholarship may demand more from a search interface. They want access to the book, the article, the archival material, the recording, or the text, the picture or sound file within a digital collection and they do not want to guess at which database or index provides for its discovery. In fact, they want more than discovery they want delivery of that information resource. And, they want Web 2.0 capabilities to help track their own research and share it with others.

There has been a proliferation of metasearch or federated search engines, electronic resource management systems, and other tools or search interfaces for discovery and delivery to be explored.

The Discovery & Delivery Team will be charged to:

- Review, recommend, and outline an implementation plan for one or more software/electronic products or services which enhance seamless discovery and delivery of library resources and services especially Web 2.0 capabilities.
- The review of interfaces should assume that Voyager will continue to be the Library's integrated library system, but that any interoperable search interface overlay is acceptable.*
- Consult with stakeholders as appropriate.
    - Stakeholders include users as well as library faculty and staff.
    - How widely to consult is within the purview of the Team.
    - Consultation can include focus groups, usability testing, etc.
- Recommend to the University Librarian at least one product or set of products but not more than three by May 1st, 2009. Recommendations should be made on the following criteria: user-centeredness, usability, enhanced features for social networking and open scholarship, ease of implementation, and cost.
- Assist in the implementation of the approved recommendation.
- Report regularly to the University Librarian and to the Library as a whole on Team's progress.

*The Library of Congress has compiled a list of portal products may be used as a starting point: http://www.loc.gov/catdir/lcpaig/portalproducts.html

Physical Collections Team charge

Goal II: The Library is the essential steward for collections that serve our diverse communities.

Action Two: *Merge and integrate past and existing policies and procedures into a cohesive and comprehensive library-wide program for the acquisition, maintenance and preservation of physical collections.*

Print is still the medium of choice for most people when doing extensive reading and it will remain the dominant medium for the foreseeable future. Likewise most of the millions of titles in the Library will only be accessible in physical formats indefinitely and perhaps forever. The Library has a responsibility to continue to grow this collection even as we leverage our users' ability to access electronic resources and physical collections elsewhere. It also has a responsibility to maintain the physical collections, especially the rare and unique for future generations of students and scholars.

But, since a significant portion of the Library's budget goes for the acquisition, care and storage of physical materials, it is crucial that the Library align the physical format resources to the programmatic needs of the campus. And, scholarly communications is changing; how print resources in particular are used is changing. Therefore, how we collect and retain resources in physical formats needs to change.

Therefore, a Physical Collections Team is charged to:

- Review existing collection development, stack maintenance, and preservation policies and procedures of physical collections.*
- Document existing practices not covered by policies and procedures.
- Consult stakeholders as appropriate.
  - Stakeholders include selectors, staff in Access Services and Preservation as well as Library users.
  - Partner with CDMC as appropriate.
- Assess how to best anticipate and meet the needs of the Library's communities. For instance, do the collection development policies reflect the programmatic needs of the campus? Whose responsibility is it to ensure the stacks do not become too crowded? And, how are materials in need of preservation care triaged or prioritized?
- Make recommendations to help ensure that the Library's efforts in building, maintaining and preserving physical collections may be carried out in a programmatic and sustainable manner to the University Librarian by November 1st, 2008.
- Merge the approved recommendations into an integrated document or integrated series of documents
- Report regularly to the University Librarian and to the Library as a whole on Team's progress.

*See also the literature on collection development, etc. such as the IFLA guidelines on using the conspectus model: http://www.ifla.org/VII/s14/nd1/gcdp-e.pdf

Digital Initiatives Team

Goal II: The Library is the essential steward for collections that serve our diverse communities

Action Three: *Merge and integrate past and existing policies and procedures into a cohesive and comprehensive library-wide program for digitization, access to, and archiving digital surrogates of print and non-print holdings.*

For more than a decade, libraries, research libraries in particular, have been digitizing parts of their collections. They have done this for varied reasons: provide access to local special collections to the world, limit the handling of rare materials, enhance distance learning opportunities, and because it was the most recent trend. Most began such enterprises in an opportunistic or entrepreneurial fashion without giving significant thought to what should be digitized, how it should be digitized, who will use it, or when should it no longer be maintained.

Therefore, a Digital Initiatives Team is charged to:

- Review existing collection development, digitization, archiving, and retention policies and procedures for digital collections the Library has created.
- Document existing practices not covered by policies and procedures.
- Consult stakeholders as appropriate.
    - Stakeholders include selectors, staff in IT and Preservation as well as Library users.
- Assess how to best anticipate and meet the needs of the Library's communities. For instance, which collections should have digital surrogates created to facilitate access or reduce handling of the physical object? What standards or specifications should be used in digital initiatives? What is our long term responsibility to host these collections?
- Make recommendations to help ensure that the Library's efforts in building, maintaining and archiving digital collections may be carried out in a programmatic and sustainable manner to the University Librarian by November, 1st, 2008.
- Merge the approved recommendations into an integrated document or integrated series of documents
- Report regularly to the University Librarian and to the Library as a whole on Team's progress.

*See also literature on digital library collections such as listed in the bibliography at: http://www.scils.rutgers.edu/~tefko/DL_collection.htm

Digital Assets Management Team

Goal II: The Library is the essential steward for collections that serve our diverse communities

<u>Action Four:</u> *Merge and integrate past and existing policies and procedures into a cohesive and comprehensive library-wide program for acquiring, accessing, and archiving "born-digital" university-related materials.*

Scholarship is changing. It is becoming more open. Open scholarship uses Web 2.0 technologies to share raw data with open access publishing used to share findings. Scholarly communications happens not only in peer-reviewed print journals and monographs but also in a wide variety of formats including pre-print archives, open access journals, email, wikis, blogs, etc.; and, the raw data of research which was once confined to note cards or paper files is now often only in electronic form. Libraries have traditionally facilitated the access to the products of scholarly communications by acquiring and cataloging publications and by archiving notes and raw materials of selected researchers. The challenges facing scholars and librarians as we begin to adopt open scholarship models are immense. How should the Library help the campus manage their data?   How should the Library help support the alternative publishing models that seem to be most sustainable?

Therefore, a Digital Assets Management Team is charged to:

- Review existing collection development, acquisition, archiving, and retention policies and procedures for digital assets the Library hosts. *
- Document existing practices not covered by policies and procedures.
- Consult stakeholders as appropriate.
    - Stakeholders include selectors, staff in IT, Archives, and Preservation as well as research and teaching faculty.
- Assess how to best anticipate and meet the needs of the Library's communities. For instance, how should the Library support open scholarship? What role in open access publishing should the Library play? What are our long term responsibilities to host these resources? How should the Library facilitate access to these resources? If open access self-archiving in the Library's institutional repository, ScholarSpace, is recommended, then what are the criteria for implementing metadata?
- Make recommendations to help ensure that the Library's efforts in building, maintaining, archiving and retaining digital assets may be carried out in a programmatic and sustainable manner to the University Librarian by February 1st, 2009.
- Merge the approved recommendations into an integrated document or integrated series of documents
- Report regularly to the University Librarian and to the Library as a whole on Team's progress.

*See also the literature on open scholarship, such as SPARC: <u>http://www.arl.org/sparc/</u>

Library as Place Team charge

Goal III: The Library provides a safe and secure physical environment that includes comfortable areas and spaces for studying and group gatherings.

Action Five: *Develop a "Library as Place" service model in Hamilton Library that focuses on study and learning needs of users and utilizes available physical space effectively and efficiently.*

The concept of the "library as place" has been discussed widely in the last few years. As the concept of the "library any place" is becoming a reality, the need to review the use of space in libraries and to realign space to the varied needs of library users becomes critical. Librarians realize that the "library as place" can provide information seekers with much more than is available at their office or home. And not just that a library can offer the latest and best in information technology, but also that a library can be a place where visitors come to learn and discover, to collaborate, to contemplate, to build community, to be inspired, and to become renewed and refreshed.

The staff of Sinclair Library has changed that library into a user-centered, learning-focused environment that supports student success. Hamilton Library likewise needs to address changes in users' expectations and needs but that does not mean Hamilton Library should be a copy of Sinclair. Hamilton Library has more and different collections and may want to focus more attention upon the expectations and needs of those with disciplinary focus such as undergraduate students with declared majors, graduate students and faculty.

Therefore, a Library as Place Team will be charged to:

- Review the literature on library space planning *
    - Paying particular attention to learning environments
- Partner with the Council on Sustainability to create spaces in Hamilton Library that are "green".
- Consult with stakeholders as appropriate.
    - Stakeholders include library faculty and staff as well as users.
    - Consultation can include town hall meetings, focus groups, etc. as well as a written instrument or online survey.
- Recommend to the University Librarian at least one draft but not more than three drafts for a "Library as Place" service model in Hamilton Library that focuses on study and learning needs of users and utilizes available physical space effectively and efficiently by February 1st, 2009.
    - The use of library space as well as where and how library functions are offered should be user-centered and not driven by library operations.
- Assist in the implementation of the approved recommendation.
- Report regularly to the University Librarian and to the Library as a whole on Team's progress.

* A starting point with an extensive bibliography is the Council on Library and Information Resources website ["The Library as Place: Rethinking Roles, Rethinking Space"](#)

Sinclair Library's Student Success Center Ops Team

Goal III. The Library provides a safe and secure physical environment that includes comfortable areas and spaces for studying and group gatherings.

<u>**Action Six:**</u> *Develop a proposal and plan to operationalize Sinclair Library's Student Success Center funding.*

The Student Success Center provides students with the information and skills to be academically successful in their courses. It is a place for students to work with faculty, librarians, mentors, and tutors to meet individually defined learning needs. It also assists students in finding the help they need to succeed in their academic work. The Sinclair Library, as host to the Student Success Center, provides a learning environment that meets the space, computing, and information needs of students and those who work with them. The Student Success Center provides its services by means of an operational structure of partnerships, some of which are a part of the physical facility of Sinclair Library. These "partners with geography" are: First-Year Programs, Gear-Up, Honors Program, ITS Clic Lab, and the Learning Assistance Center.

The initial two-year implementation of the Student Success Center has been successful, resulting in increased student use of the facility and its services as well as a number of much needed facility renovation projects. Long-term sustainability and development now requires that the following be addressed: the reporting structure of the Director of the Student Success Center, library personnel needs to support Center operations and services, and the advisability of a Program Change Request to the Legislature to secure an ongoing allocation for the Center.

Therefore, a Sinclair Library's Student Success Center Ops Team is charged to:

- Work with Library Administration to identify the preferred reporting structure for the Director of the Student Success Center and recommend this to the Vice Chancellor for Academic Affairs.
- Work with Library Administration to review current Sinclair Library staffing in light of Student Success Center support.
- Work with Library Administration to propose a budget and share this with the Chancellor via the Vice Chancellor for Academic Affairs.
- Work with Library Administration and the Vice Chancellor for Students to investigate drafting a Program Change Request to secure an ongoing allocation for the Student Success Center.
- Consult with stakeholders as appropriate.
- The recommendations should be submitted to the University Librarian by October 1st, 2008.
- Assist in the implementation of the approved recommendations.
- Report regularly to the University Librarian and to the Library as a whole on Team's progress.

Processing Workflow Analysis Team charge

Goal IV: The library has a highly efficient workflow with high productivity and excellent problem-solving abilities.

<u>**Action Seven**</u>: *Work with a consultant to assess and analyze order input, acquisitions and cataloging workflows and processes. Recommend organizational and procedural changes to be implemented starting July 1, 2009.*

The processing of information resources has seen many changes over the last few years and with the exception of the implementation of our integrated library system most have not been major changes. Sometimes it is good for a system to have a thorough review and extensive overhaul. While there are several people within the Library with extensive knowledge of collections and technical services, it is often useful and easier to have fresh eyes from outside the organization make an assessment.

Therefore, a Processing Workflow Analysis Team is charged to:

- Work with Library Administration to identify and hire a consultant to assess and analyze order input, acquisitions and cataloging workflows and processes.
- Support the work of the consultant by providing assistance and advice as requested.
- Ensure that stakeholders are consulted as appropriate.
    - Stakeholders include selectors as well as staff in Systems and Collection Services.
    - Consultation can include individual interviews, focus groups, etc. as well as a written instrument or online survey depending upon the style of consultant hired.
- Report upon the findings of the consultant's assessment and recommend by end of December 2008 organizational and procedural changes based upon the consultant's analysis.
- Assist as needed in implementation to begin by July 1, 2009.