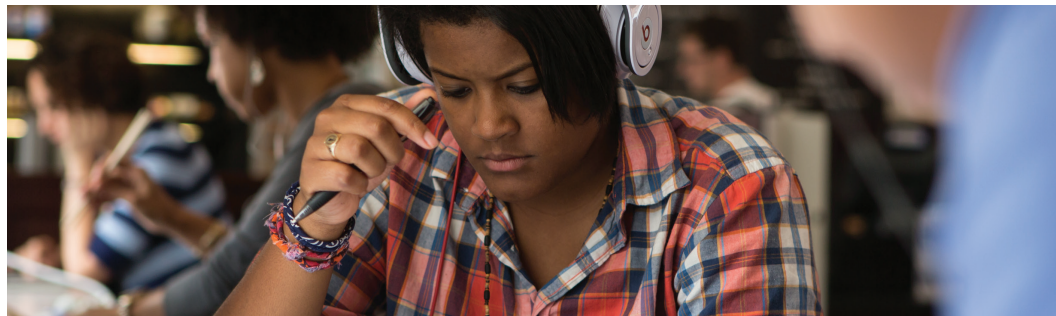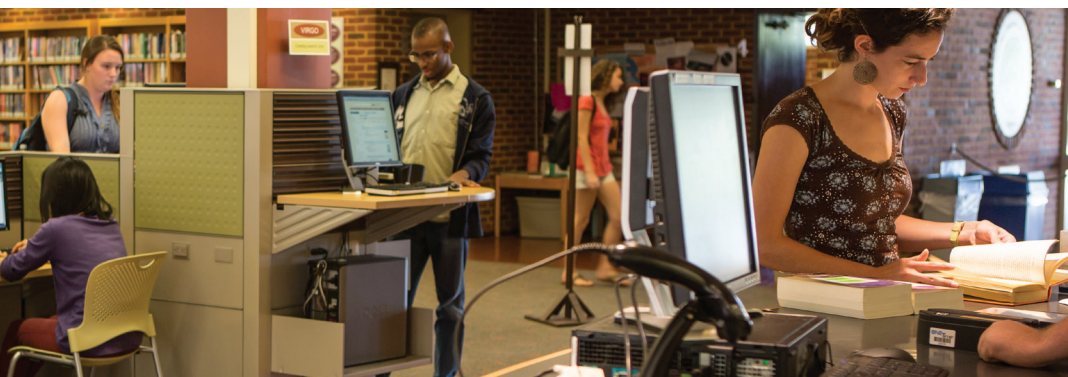# THE UNIVERSITY LIBRARY

Entering its Third Century

UNIVERSITY *of* VIRGINIA LIBRARY

JUNE 2016

A long with their universities, the best academic libraries constantly adapt to the forces reshaping research, teaching, and learning. This university library has always pioneered new services and changed the profile of what a library can do to support the creation of new knowledge. But we have reached the limits of what can be accomplished from within the model of the 20th century library—a model designed to build collections for discrete academic units, to manage stacks of physical volumes, and to deliver information through reference desks. To become an intellectual crossroads that continues to promote and steward scholarship, we are conceiving new models that are effective in an increasingly digital, searchable, global, collaborative, and interdisciplinary world.

> " We're not recreating UVA from scratch. We're building on 200 years of achievement to set a third century agenda. "
>
> *- President Teresa Sullivan, January 2014 Address to the Faculty Senate*

The Library has implemented a service model based on six areas: academic engagement (encompassing teaching, learning, research, and scholarship), collections and access, the library experience (both online and in person), content stewardship, administration and planning services, and the Harrison-Small Research Center. Organizing staff and services around these areas will provide new perspectives on how to advance, preserve, and disseminate knowledge at the University.

Our vision for the future includes expert staff members who can develop and foster collaborative research and teaching partnerships across Grounds. The Library's unique role in stewarding scholarship is growing from collecting materials to promoting access to materials, so that scholars can find and use the best resources in the form most conducive to their work. We will tackle the challenges surrounding the collection, use, and preservation of digital scholarship while ensuring access to analog materials. A flexible and sustainable approach to leveraging technology, facilities, and staffing resources will ensure that students and faculty have an engaging and satisfying experience when they visit the Library, whether in person or online.

Our commitment is to create an innovative organization that is recognized as central and responsive to the research, teaching, and learning priorities of the University. We are not recreating the University Library "from scratch," we are creating an updated framework that aligns with the emerging needs of the University's third century. As this new model continues to evolve, we will be better positioned to collaborate with faculty and students and to maximize all our resources, including staff and their expertise, as well as collections, space, and funds. We are building on 200 years of achievement to craft a library for the future.

ACADEMIC ENGAGEMENT

Our Academic Engagement group focuses on teaching, learning, research, scholarship, and artistic production. Teaching and learning efforts will specifically target the academic needs of undergraduate students, our largest constituency, and work to improve students' ability to effectively use, evaluate, and create information. Academic Engagement staff will also join faculty in the classroom to help develop the research capabilities of undergraduates. We will support the University's priorities for research, scholarship, and creative works in all disciplines through the promotion of innovative tools and content, new approaches to teaching and learning, and close collaboration with faculty and advanced students on the creation, discovery, dissemination, and translation of knowledge. Our services will address research at every stage, exploit new developments in research design, technologies, and methods, and promote emerging models of scholarly communication.

The Academic Engagement group will respond to changes in the academic environment arising from:

- a new emphasis on high-impact educational experiences, such as deep research, innovative coursework, and experiential learning;
- the increasing numbers and diversity of undergraduate students at UVA;
- the importance of evidence-based approaches to teaching and learning;
- new research opportunities in the mass digitization of the historical and cultural record;
- the growing ubiquity and scale of data and its potential to revolutionize the sciences, social sciences, humanities, and arts;
- the imperative for cross-disciplinary collaboration to address complex problems; and
- emerging mandates and changing norms for publicly sharing the process and products of academic research.

RECOMMENDED PRIORITIES

- Collaborate with faculty on innovative course design and the use of learning technologies and outcomes
- Provide staff skilled in teaching to lead sessions that enrich the students' learning experiences while responding to the instructor's course goals
- Offer expert assistance in helping faculty and students discover and access information in all its forms, from literature and scholarship to data and specialized research materials, including special collections
- Create and maintain technology-enabled learning environments
- Provide training, both in person and online, in a host of technologies, skills and methods that enable student academic success

ACADEMIC ENGAGEMENT

RECOMMENDED PRIORITIES (continued)

- Advance leadership opportunities in the form of peer tutoring, student-led instruction sessions, and student award programs
- Collaborate in organizing and analyzing data through the development and support of tools and through high-level training and consultations in specialized methods
- Create and preserve the scholarly record by contributing to and archiving digital projects, curating data and promoting standards, and developing sites for research experimentation
- Build intellectual community by hosting and participating in fellowship programs, academic colloquia, and interdisciplinary events
- Strengthen scholarly communication by providing expert guidance on the development and evaluation of platforms, methods, and emerging practices in the promotion and sharing of scholarship

STRATEGIC DIRECTIONS

- Strategically establish or expand expertise and programs to support new teaching and learning initiatives, in concert with the changing culture of teaching across Grounds
- Closely align efforts with institutional goals to strengthen our distinctive residential culture and provide educational experiences that deliver new levels of student engagement
- Strengthen and coordinate teaching and learning efforts across the Library, anchoring them in assessment and pedagogical expertise
- Enhance the Library's centrality to new University research priorities and initiatives through expanded support and deeper collaboration with UVA partners
- Deepen subject and methodological expertise across the Library by developing a culture of R&D that strengthens our ability to contribute to the research, scholarly, and artistic enterprise of the University
- Promote the University's rich scholarly and research output by filling the Library with bold advocates, expert educators, and well-informed developers of open access/open source platforms, practices, and strategies
- Help reinforce exhibits and events as public presentation platforms for University scholarship

COLLECTIONS ACCESS & DISCOVERY

The Collections Access & Discovery (CAD) group connects Library users with the resources they need—whether purchased, borrowed, or acquired through our network of information resources. They build, nurture, and share our collections with an international scholarly community. They create collections development and management strategies for all types of materials in all formats, both traditional and emerging, in order to guide decision making and to support diverse learning and research environments for University students, faculty, and staff, now and in the future.

Collections Access & Discovery will develop collection and access models that respond to:

- the changing landscape of commercial publication models;
- the growth and diversity of original scholarship produced outside of established publication paths;
- the challenges of collecting and promoting new types of information (e.g., born digital projects, social networking, big data);
- advancements in metadata modeling;
- changing technologies and user expectations for information search and discovery; and
- collaborative opportunities made possible by participation in larger systems of libraries (regional, consortial, etc.) that improve access and reduce costs for the University.

RECOMMENDED PRIORITIES

- Scan the full environment of resources and select in support of academic programs and research
- Remove roadblocks to intellectual inquiry by providing timely and convenient access to a rich array of material
- Promote resources by creating and maintaining rich metadata, choosing the best platforms to promote discoverability, and developing tools when needed

STRATEGIC DIRECTIONS

- Increase access to digital content needed by the University community
- Participate in national conversations, evaluate trends, and implement those that make the best possible information ecology for our users
- Explore collaborative and consortial ventures and take advantage of outsourcing opportunities to free up local expertise for unique projects and goals
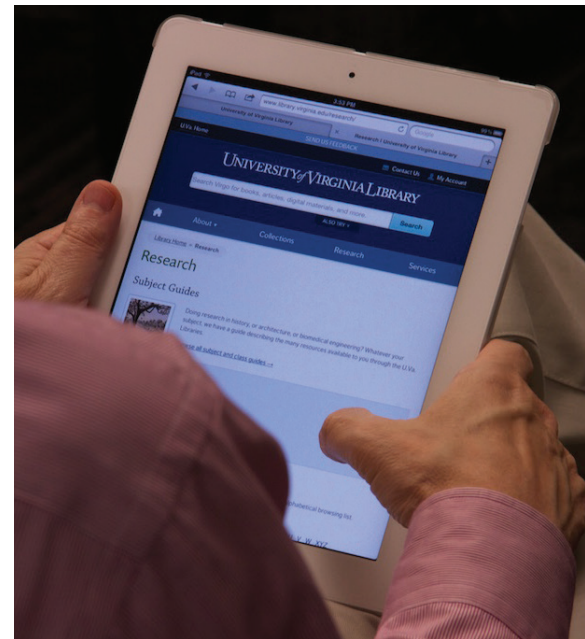
LIBRARY EXPERIENCE

Library Experience manages the Library environment, both physical and virtual. Whether users are visiting in person or online, Library Experience ensures that their experience is consistent, pleasant, and productive. Information will be clear and concise; spaces will be useful, welcoming, and ample. The Library will be both a hive of activity and a sanctuary of quiet. All spaces and online communication tools will be beautiful, functional, and user-friendly. At the same time, visitors will be free to engage with us quickly and readily, and to join us in experimenting with Library information and resources with curiosity, imagination, and fun.

Library Experience will update and improve the Library's services in response to:

- the diversity of needs and uses for Library information and space;
- changes in how faculty and students use the Library and conduct their research; and
- new methods of communication and access to information.

RECOMMENDED PRIORITIES

- Effective and user-friendly information online and in person
- Friendly and knowledgeable staff, accessible both in person and remotely
- Easy and elegant online navigation and physical wayfinding of spaces and collections
- Robust information services that leverage mobile capacity, web tools, automated and custom responses, and proactive and responsive communication mechanisms
- Well-appointed rooms that may be reserved for individual and group use
- Flexible and appropriate space for events related to the Library mission
- Support for trends in physical use of spaces (bikes, furniture, chargers, etc.)
- Methods and tools for individual capture of needed information.
- Carefully located convenience services (food, printing, etc.) that significantly enhance the visitor experience and do not interfere with the academic goals of faculty and students

LIBRARY EXPERIENCE

STRATEGIC DIRECTIONS

- Welcome all visitors, while focusing resources and services on the University's mission of research, teaching, and learning

- Foster a balance between quiet and collaborative spaces, driven by user need and careful measuring of service costs and impacts

- Rigorously analyze the costs and benefits of auxiliary activities and services located in the Library (printing, public terminals, space offered to tenants and vendors, etc.)

- Model a collaborative, curious mindset toward all Library-provided spaces and information so we have strong yet flexible policies and the ability to change as needed

CONTENT STEWARDSHIP

The Content Stewardship group oversees the preservation of physical and digital collections, using sustainable practices with the goal of making them permanently accessible. The group cost-effectively preserves and conserves materials in all formats, stewarding a collection that supports a strong, multidisciplinary university.

Content Stewardship's responsibilities also include:

- consulting on preservation of scholarly and cultural materials and on incident response when they are threatened or damaged;
- providing scholarly repository services, including managing our institutional repository, Libra, which contains digital scholarly products of the University; and
- leading and coordinating the Academic Preservation Trust (APTrust), a consortium of institutions developing solutions for large-scale preservation of digital academic content.

RECOMMENDED PRIORITIES

- Steward resources for current use, evaluate resources for retention, and preserve resources for future access
- Continued engagement with and leadership of multi-institutional efforts such as BitCurator, the Digital Preservation Network, and the Academic Preservation Trust
- Enhance stewardship strategy, policy, practice, and prioritization

STRATEGIC DIRECTIONS

- Coordinate a program of guidance related to intellectual property, copyright, and rights management for scholarly materials
- Ensure that important collections in all formats are preserved in perpetuity
- Enhance and promote Libra, the online repository for scholarship created at UVA

HARRISON-SMALL RESEARCH CENTER

The Harrison-Small Research Center, which includes the Albert and Shirley Small Special Collections Library and the Mary and David Harrison Institute of American History, Literature, and Culture, stewards a collection of rare and unique materials to advance the research, teaching and learning priorities of the University of Virginia, and makes this world class collection accessible for use by researchers and scholars worldwide. It enhances knowledge and understanding of American history, literature, and culture from its earliest beginnings to the current day, especially through the use of original sources.

The Harrison-Small Research Center will respond to changes in the scholarly environment resulting from:

- increasing interest in primary resources, locally and internationally, as exhibited by more classes, in-person traffic and inquiries from around the world;
- increasing expectation of access to digital formats; and
- an increasing influx of materials to the collection, in both analog and digital formats.

RECOMMENDED PRIORITIES

- Strong outreach and instruction to increase engagement with the collections
- Increased digitization of special collections materials and enhanced tools to access and use those materials
- Friendly and knowledgeable staff, accessible both in person and remotely
- World-class collections of rare books, manuscripts and archival collections, building to strengths
- Outreach to donors

STRATEGIC DIRECTIONS

- Increase and intensify outreach and engagement opportunities
- Implement new workflows and systems to enhance security and organization of collections
- Explore options to expand space for a fast-growing collection

ADMINISTRATION & PLANNING

Our Administration & Planning group provides responsive and reliable administrative services for the Library. The group helps all parts of the organization achieve strategic goals, while adhering to University policies and guidelines, through reliable and responsive strategic planning and administration of the organization's human, financial, and facility resources, and other foundational services that promote success throughout the organization. Administration & Planning's work includes facilities management, human resources, budget and financial expertise, coordinating assessment activities, event management, providing Library staff with the technology they need to be productive and efficient, and helping communicate about the Library to the UVA community and beyond.

Administration & Planning will maximize Library effectiveness through a focus on:

- new administrative models and expectations at the University and in higher education;
- demographic change at the University and opportunities to leverage diversity; and
- environmental factors affecting the Library's financial, human, and facility resources.
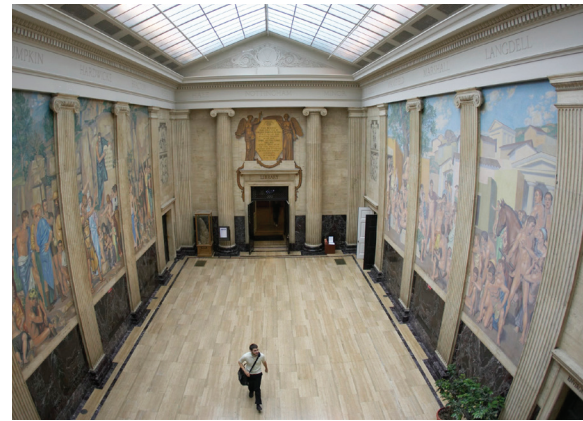
RECOMMENDED PRIORITIES

- Implement consistent strategies and resources for effective planning and assessment of service outcomes
- Build and support a workforce aligned with our strategic directions, provide staff training and technology, and continuously assess skills and performance
- Ensure financial capacity and fiscal management to meet short- and long-range strategic goals
- Ensure good facility infrastructure and well-maintained spaces
- Develop long-range plans for holistic development and use of Library spaces that align with the University's priorities
- Provide technologies and technical expertise to improve organizational success
- Promote safety for Library users and provide security for our resources, including staff, spaces, equipment, and data
- Provide strong external relations and internal communication programs

STRATEGIC DIRECTIONS

- Streamline and improve processes through the use of technology or other means
- Establish a culture of continuous improvement in the organization through a healthy cycle of planning, implementation, assessment, and adjustment
- Explore opportunities for organizational services staff to have direct impact in other service areas
- Experiment with new ways for organizational services staff to support the work of the Library, and adopt those arrangements that have the most impact

ORGANIZATIONAL VALUES

Organizational values for the Library were selected by the Library's Senior Leadership Team based on the strengths of our current culture, our strategic direction, and the larger environment of the University. Competencies that align with the organizational values were incorporated into the performance review process, and will be translated into Library policies and procedures and communicated to candidates during the hiring process.

What are Organizational Values?

- Beliefs held so strongly that they drive people's behavior and dictate how people interact with and treat each other
- Guiding principles for the practices, processes and procedures used for individual and organizational development and that underpin vision, strategy and culture

UVA LIBRARY STATEMENT OF VALUES

- **Respect**–to recognize the dignity of everyone in both public and private situations and conversations
- **Integrity**–to be honest, open, fair, and trustworthy
- **Diversity & Inclusion**–to encourage and celebrate the differences that individuals bring to an organization
- **Collaboration**–to seek out a variety of perspectives and appreciate all contributions.
- **Innovation**–to challenge the status quo and reward responsible risk taking