UK Libraries
Strategic Plan 2015-2020

Mission
As the premier research library in the commonwealth and the university’s intellectual hub, UK Libraries fosters intellectual inquiry and social engagement, engages with the research and creative communities, and advances knowledge and discovery.

Vision
The University of Kentucky Libraries will be one of the nation's 20 best public research libraries, focused on enriching the intellectual life of the university, the commonwealth, and the nation.

Values

COLLEGIALITY
- We value cooperation and collaboration.
- We commit to creating an environment that encourages collegiality.

CREATIVITY
- We value innovative ideas and flexible solutions.
- We commit to providing resources for life-long learning.

INTEGRITY
- We value open and honest communication.
- We commit to the highest standards of personal and professional integrity.
- We value the trust placed in us by our colleagues and users.

SERVICE
- We value those we serve.
- We commit to quality services that meet or exceed our users' expectations.
- We serve UK Libraries’ employees as well as our users.

RESPECT
- We value the importance of every individual.
- We commit to an open, accepting, and diverse environment.
- We treat users and employees with kindness, consideration, and compassion.
Attending to the Basics

This plan articulates the strategic directions that will be emphasized in the next five years. In addition, UK Libraries is committed to significant ongoing services that while not explicitly addressed in the strategic directions and strategies, are absolutely essential to the work of UK Libraries. We will:

- Continue to build and maintain collections
- Provide access to materials and information
- Continue to build and maintain the information technology platform
- Continue to provide bibliographic services
- Offer the highest quality service to users
- Educate users
- Manage human and financial resources
- Extend our services in support of our land-grant mission
- Promote and market our collections and services to users
- Continue to seek funding to support library initiatives.
Goal 1: Create a Vibrant Environment that Advances Student Success

Objective 1.1: UK Libraries will foster an atmosphere of intellectual inquiry and social engagement to integrate students into the academic and cultural life of the university.

- Strategy 1.1.1 - Expand UK Libraries role in student recruitment and retention
- Strategy 1.1.2 - Collaborate with colleges, Undergraduate Education, the Graduate School, and student support services to position UK Libraries as central to the curricular and co-curricular education experiences of students
- Strategy 1.1.3 - Provide experiential learning through internships, assistantships, and academic collaborations

Objective 1.2: UK Libraries will provide students with information resources and librarian expertise that continuously strengthen and develop academic research skills and lifelong learning.

- Strategy 1.2.1 - Integrate and embed a librarian into each Living Learning Program
- Strategy 1.2.2 - Provide for continuous pedagogical improvement of the libraries’ faculty and staff including an emphasis on the utilization of innovative and experimental approaches to hybrid and online learning
- Strategy 1.2.3 - Enhance discovery of and accessibility to library services and resources in support of learning, research, and instruction
- Strategy 1.2.4 - Improve student information literacy learning outcomes through increased partnerships and collaborations with graduate teaching assistants, instructors, and faculty

Objective 1.3: UK Libraries will enhance and promote its physical and virtual spaces as vibrant intellectual hubs of campus.

- Strategy 1.3.1 - Continue to evaluate and improve physical library spaces that promote a spectrum of student learning experiences
- Strategy 1.3.2 - Assess and improve UK Libraries’ technological infrastructures to enhance learning, research, and knowledge creation

Goal 1 Metrics

By 2020 UK Libraries will demonstrate achievement of Goal 1 as indicated by the following metrics:

Metric 1-1a. Economic impact factor: Measure economic benefit to students for the following library programs
Baseline: 2015-16:
Number of student workers and GA’s employed: 177 (88 student assistants, 10 GA’s, 3 students with unmet financial needs, 76 work-study students)
Number of library internships and fellowships: 18 (9 from library plus 9 from UPK)

Undergraduate Diversity Scholar Program (internships, 2 per year): 2
UK Libraries Learning Lab: number of students in the SCRC Learning Lab: 9
UK Libraries Undergraduate Research Award: 0 (new award in FY 16/17)
Number of students in Alternative Textbook Grant classes: 0
Subtotal without students in Alternative Textbook Grant classes = 206

Target 2020: Total economic benefit to students resulting from selected library expenditures for the period 2015-16 to 2020:
Salaries/income for student workers and GA’s (including Univ. Press of KY)
Internships and fellowships (including Univ. Press of KY)
Undergraduate Diversity Scholar Program (10 Internships)
UK Libraries’ SCRC Learning Lab (all expenditures)
UK Libraries’ Dean’s Undergraduate Research Award
Estimated amount saved by students because of use of alternative textbooks

Metric 1-1b. Semester-to-semester retention rates for undergraduate and graduate students employed by UK Libraries’ as student workers (at some point during their student academic career)

Baseline 2016-17: Percentage of undergraduate and graduate students retained from fall 2016 to spring 2017 (to be determined in January 2017 after add/drop)
Undergraduates: ____%
Graduate students: ____%

Target 2020: (Target will be set when baseline is determined in January 2017)
Undergraduates: ____%
Graduate students: ____%

Metric 1-1c. International and diversity/inclusion-related activities:

Increase UK Libraries’ collections, programs, and services that support international studies and provide rich diversity-related experiences for all

Baseline 2015-16: Programs: 12; Exhibits: 2; Virtual exhibits: 1; LibGuides: 6;
Information literacy training for international students: 6 sessions, 94 students

Target 2020: Increase by 10%: programs, exhibits, and LibGuides; reach 10% of the international student population with information literacy sessions (170 students)

Undergraduate Diversity Scholar Program (Internship)

Baseline 2014: 2 undergraduate interns
Target 2020: 14 undergraduate interns will have completed UK Libraries Undergraduate Diversity Scholar Program

Metric 1-2a. Student success: empowering students to succeed academically through library resources and services

Score on LibQUAL+® survey item for undergraduate and graduate students:
“The library aids my advancement in my academic discipline or work”
Baseline 2011 LibQUAL+® survey: Undergraduates: 7.20  Graduate students: 7.53

Target for 2017 survey: Undergraduates: ≥ 7.20  Graduate students: ≥ 7.53
Target for 2020 survey: (greater than or equal to LibQUAL+® 2017 scores)

Score on LibQUAL+® survey item for undergraduate and graduate students:
“The library enables me to be more efficient in my academic pursuits or work”
Baseline 2011 LibQUAL+® survey: Undergraduates: 7.40  Graduate students: 7.32

Target for 2017 survey: Undergraduates: ≥ 7.40  Graduate students: ≥ 7.32
Target for 2020 survey: (greater than or equal to LibQUAL+® 2017 scores)

Metric 1-2b. Students perceived service quality for enhanced discovery of and accessibility to library resources

Students’ service adequacy mean scores for LibQUAL+® survey questions on Information Control:
IC-1: Making electronic resources accessible from my home or office
IC-3: The printed library materials I need for my work
IC-8: Print and/or electronic journal collections I require for my work

Baseline 2011 LibQUAL+®:
IC-1: Undergraduates: 0.78; Graduate students: 0.10
IC-3: Undergraduates: 0.91; Graduate students: 0.87
IC-8: Undergraduates: 0.90; Graduate students: 0.25

Target for 2017 LibQUAL+®: Undergraduates & Graduate students scores ≥ 2011 scores
Target for 2020 LibQUAL+®: Undergraduates & Graduate students scores ≥ 2017 scores

Metric 1-3a. Track square footage renovated and improvements (refurbishment, new furniture, equipment, etc.) in physical library spaces

Baseline 2015-16: Science and Engineering Library: 2,551 sq. ft. of space transitioned into new student space; Science Library Mac computer lab space, 650 sq. ft., converted to large group study area in the Science Library.
Space returned to College of Engineering from Engineering Library merger with the Science Library: 7,562 sq. ft.
Medical Center Library: installed new carpeting, removed shelving on main/first floor area, replaced dated furniture with new, modular furniture, added 32 new seats; 3,812 square feet of space transitioned into new student space.

Target 2020: Total square footage renovated or refurbished from 2015-16 to 2020:
Education Library renovation FY17; Medical Center Library print transfer project creating additional user space; Review WTYL reference collection: reduce collection size creating additional user space.

Metric 1-3b. LibQUAL+® survey, measure students’ perception of service quality for Library as Place

Baseline: 2011 LibQUAL+® survey, service adequacy mean score for the dimension: Library as Place: undergraduates = 0.86, and graduate students = 0.86

Target 2017: Service Adequacy Mean for Library as Place for undergraduates and graduate students ≥ 0.86 (greater than or equal to 0.86)
Target 2020: Service Adequacy Mean for Library as Place for both undergraduates and graduate students greater than or equal to 2017 LibQUAL+® score

Goal 2
Engage in the Research and Creative Environment

Objective 2.1: UK Libraries will develop and reinforce programs and services that anticipate and engage creative endeavors and all phases of the research cycle.

- Strategy 2.1.1 - Equip UK Libraries’ faculty and staff to perform a significant role in the creative and research enterprise
- Strategy 2.1.2 – Expand the suite of research data services in support of the dynamic data management environment
- Strategy 2.1.3 - Strategically digitize, make available, and preserve UK Libraries’ unique collections
- Strategy 2.1.4 - Sustain a leadership role in preserving and providing open access to research data and scholarship

Objective 2.2: UK Libraries will actively communicate its commitment and capability to enhance the success of creative endeavors and all phases of the research cycle.

- Strategy 2.2.1 - Promote and highlight UK Libraries’ role in the research cycle through workshops, direct communications, marketing, and increased campus-wide collaborations
• Strategy 2.2.2 - Celebrate research, scholarship, and creative endeavors of the UK community through strategic publications, exhibits, awards, and programs

Objective 2.3: UK Libraries will strengthen its technical infrastructure and the curation of its digital collections to ensure long-term access and use.

• Strategy 2.3.1 - Assess and document digital preservation capabilities to prepare for the growth of digital collections

• Strategy 2.3.2 - Implement scalable solutions to preserve and to secure the long-term sustainability of UK Libraries’ digital collections

Goal 2 Metrics

By 2020 UK Libraries will demonstrate achievement of Goal 2 as indicated by the following metrics:

Metric 2-1a. Increase professional development opportunities and support in order to establish a knowledge base of research skills focused on research data services

**Baseline June 30, 2016:**
1. Standing committee created: Research Data and Scholarly Communication Committee
2. Research data workshop offered in 2016 for 1st cohort of library’s academic liaisons (14)

**Target 2020:**
1. Establish a research commons in Young Library or the Science Library (real or virtual)
2. All academic liaisons trained in Research Data Management
3. Provide capability to support text and data mining

Metric 2-1b. Increase the number of unique collections that are processed or digitized

**Baselines:**

**CTS Digital Scholarship:**
1. Total number of UKnowledge records as of June 30, 2016: 15,398
2. Cumulative downloads from UKnowledge as of June 30, 2016: 3,353,570

**CTS-FDU:** 17% of UK Libraries’ ASERL WPA COE collection (that has not been digitized elsewhere) was digitized as of 2015

**SCRC:** 968,915 items and 1,480 finding aids available online in 2015-16

**University Press of Kentucky:** 1,882 books in print, 1,766 total titles digitized as of 2015-16

**Target 2020:**

**CTS Digital Scholarship:**
1. Projected growth rate for #1 is 8%: the projected number of UKnowledge records at the end of FY2017 is 16,630
2. The projected growth rate for #2 is 10%: the projected number of cumulative downloads at the end of FY2017 is 3,688,927.
**CTS-FDU:** Digitize 50% of UK Libraries’ ASERL WPA COE collection that has not been digitized elsewhere by 2020

**SCRC:** Growth of 20%: 193,783 additional items; and 25%: 370 additional finding aids, by 2020

**University Press of Kentucky:** Projected growth: approximately 50 additional books per year will be digitized by 2020 (200 books)

**Metric 2.2. Increase UK Libraries’ and University Press of Kentucky’s strategic publications, exhibits, awards, and programs that celebrate and enhance the success of research, scholarship, and creative endeavors of the UK community**

**Baseline 2015-16:** strategic publications: 10; exhibits: 41; awards: 15; programs: 38

**Target 2020:** Increase by 10%: strategic publications, exhibits, awards, programs

**Metric 2.3a. Strengthen UK Libraries technical infrastructure and the curation of its digital collections to ensure long-term access and use**

**Baseline 2016-17:**
1. SCRC currently has drafts of a Nunn Center digital preservation plan, a born digital records processing plan, completed an initial review of server capacity, and established a workflow for requesting additional servers.

**Target 2020:**
1. SCRC: Complete policies and procedures for: preservation of all SCRC digital content, providing access to born digital content, and a comprehensive review of storage and processing server capacity.

**Metric 2.3b. Continue to work toward meeting more of the Trustworthy Repositories Audit & Certification (TRAC) checklist**

**Baseline 2015-16:** SCRC fulfills 55% of criteria on the TRAC checklist

**Target 2020:** 20% increase on the TRAC checklist

**Goal 3**

**Achieve Organizational Effectiveness, Efficiency, and Sustainability**

**Objective 3.1:** UK Libraries will enhance its financial, technological, and personnel infrastructure.

- Strategy 3.1.1 - Implement a sustainable business plan in the context of the university’s new budget model
- Strategy 3.1.2 - Increase UK Libraries’ external funding through private giving, grants, and new initiatives
• Strategy 3.1.3 - Migrate to a next generation integrated library management and discovery system

• Strategy 3.1.4 - Enhance faculty and staff work environments, including technology and tools, in coordination with the evolution of other library spaces

• Strategy 3.1.5 - Provide educational and training opportunities for UK Libraries’ faculty and staff to address the evolving nature of the academic research library

**Objective 3.2:** UK Libraries will develop and manage its collections within the context of an evolving academic environment.

• Strategy 3.2.1 - Continue to review and assess UK Libraries’ general collections mission and strategy in terms of critical support of programs, degrees, research, and areas of strengths and excellence as identified by the university

• Strategy 3.2.2 - Evaluate and strategically assess UK Libraries on-campus print and microform-based collections for transfer to an accessible off-site location to enhance effective use of library spaces

**Goal 3 Metrics**

**By 2020 UK Libraries will demonstrate achievement of Goal 3 as indicated by the following metrics:**

**Metric 3-1. UK Libraries will enhance its financial infrastructure:**

**Increase the number of grants pursued and amount of funds raised:**

a.) **SCRC:** *Number grants pursued*

Baseline 2015-16: Grants applied for: 2
Target 2020: Total grants applied for by 2020: 5

b.) *Develop UK Libraries website for philanthropy and increase funds received through private gifts*

Baseline 2015-16:
Website under development
Number of donors: 777
Fundraising, 2015-16: $245,013

Target 2020:
Website developed
Number of new donors, FY 2016 to FY2020: 173; Total donors: 950
Increase in total funds raised, FY 2016 to FY2020: $254,986; Total fundraising 2020: $500,000

c.) **Increase number of UPK book title subsidies**

Baseline 2015-16: 1
Target 2020: 4 subsidies per year
Metric 3.2. UK Libraries will enhance faculty, staff, and students’ access and discovery of research through technological infrastructure:

**Baseline 2015-16:**
1) Planning and implementation of Alma/Primo and AEON in 2016
2) Usage of special collections unique digital library resources in 2015-16:
   - NKAA: 167,186
   - SPOKE (oral history): 104,610
   - KDNP: 352,000
   - Explore UK: 478,908
3) Usage of UPK website: 107,674

**Target 2020:** Increased discoverability of resources through a combined search function, the addition of open repository resources, and digital collections:
1) Track annual increase in discovery and usage of library resources for NKAA, Spoke and Explore UK each year through 2020
2) Track annual increase in usage of UPK website each year through 2020

Metric 3.3. Continuous evaluation and strategic assessment of on campus collections for transfer to accessible off-site location to enhance effective use of library spaces

**Baseline 2015-16:**
1. Boxes sent to Kentucky Underground Storage, Inc. (KUSI) UK Libraries total: 7,407 (MCL: 350; Main Campus: 6,952; SCRC: 14)
3. Transfer of all pre-1970 Appropriations Committee Hearings to storage (0% completed)
4. Review of WT Young Library’s reference collections (0% completed)
5. 7,562 sq. ft. of space returned to College of Engineering when Engineering Library was merged with the Science Library

**Target 2020:**
1. Track total number of boxes sent to storage FY 2017-FY 2020
2. Transfer to print archive (storage) all pre-1970 Appropriations Committee Hearings (ProQuest has indexed 13,565 of these hearings, 1789-1976) will be completed
3. Review of WT Young Library’s reference collections will be completed
4. Track library square footage reclaimed for user space FY 2017-FY 2020

**Goal 4**
Make a Positive Impact on the Commonwealth of Kentucky and the Community

**Objective 4.1:** UK Libraries will develop strategic partnerships to inform, educate, and improve the health and well-being of the citizens of the Commonwealth.
• Strategy 4.1.1 - Develop mutually beneficial partnerships with external organizations to expand the research enterprise and promote academic excellence

• Strategy 4.1.2 - Explore social and economic engagement opportunities with community organizations to assist and contribute to their missions using UK Libraries’ faculty and staff expertise

• Strategy 4.1.3 - Partner with UK departments and organizations that facilitate the transition of future UK students to university life

• Strategy 4.1.4 - Expand collaboration with the international and diversity centers on campus

• Strategy 4.1.5 - Support lifelong learning opportunities through partnership with the University of Kentucky Alumni Association

Objective 4.2: UK Libraries will strengthen access to unique UK Libraries’ resources in general and specifically to research on and about the commonwealth.

• Strategy 4.2.1 - Promote scholarship published by the University Press of Kentucky on and about the commonwealth

• Strategy 4.2.2 - Increase access to information though online tools and open access repositories including Explore UK, OHMS, SPOKE, and UKnowledge

• Strategy 4.2.3 – Develop and sustain the Association of Southeastern Research Libraries’ Collaborative Federal Depository Program’s Centers of Excellence for all agencies to which UK Libraries has committed in order to provide perpetual access to the publications

• Strategy 4.2.4 – Develop and sustain the collection and preservation of print and born digital Kentucky newspapers

Goal 4 Metrics

By 2020 UK Libraries will demonstrate achievement of Goal 4 as indicated by the following metrics:

Metric 4-1a. Track and increase partnerships between UK Libraries, University Press of Kentucky, and community stakeholders:

Baseline 2015-16: Number of UK Libraries and University Press of Kentucky community engagement and outreach partnerships: 37 (includes 10 for UPK)

Target 2020: ≥ 40 (greater than or equal to 40) (includes UPK)
Metric 4-2a. Increase discovery and access to unique UK Libraries holdings

Baseline 2015-16: Total number of SCRC social media posts and press releases: 323

Target 2020: Projected growth rate is 10%; the projected number of SCRC social media posts and press releases: 355

Metric 4-2b.1. Provide at least one full-time staff position to support the management of UK Libraries Association of Southeastern Research Libraries (ASERL) Centers of Excellence

Baseline 2015-16: GA/STEPS position through mid-2015

Target 2020: Hire full time Library Technician Senior: Completed. Technician hired in October 2015

Metric 4-2b.2. Become Center of Excellence for the Smithsonian Institution’s tangible publications; catalog all UK Libraries holdings by June 2017

Baseline 2015: All monographs were cataloged in 2015

Target 2020: Catalog all UK Libraries Smithsonian Institution holdings by June 2017: (Include total number of items cataloged)

Metric 4-2c. Increase the number of Kentucky newspaper holdings

Baseline June 30, 2016: digital newspapers accessible to the public through UK Libraries digital newspaper interface: https://kdnp.uky.edu
82,323 Issues
452,003 Pages
148 Titles
Usage 2015-16: 352,000

Target 2020: Increase both holdings and usage by 10%