University Libraries at Virginia Tech

Strategic Plan 2020-2025

VT | **UNIVERSITY LIBRARIES**
VIRGINIA TECH.

Advance Regional, National, and Global Impact

ASPIRATIONAL VISION

University Libraries, through its activities involving creativity and innovation, data, and scholarship, will actively contribute to the university's learning, discovery, and engagement missions and advance its regional, national, and global impact.

GOALS

Advance Regional, National, and Global Impact

1.1 › Strengthen Collaborative and Multidisciplinary Research

Emphasize **tangible outcomes** from active research support, e.g., publications, grants, citations, data sets, rankings, open resources, collections use, patron satisfaction. *(1.1.1)*

Develop **long-term research partnerships** by expanding selected short, agile research interactions, references, consultations, and workshops into more in-depth support and collaborations. *(1.1.2)*

1.2 › Strengthen Teaching and Learning

Improve and expand student **experiential learning** opportunities. *(1.2.1)*

Expand the **digital literacy program** through undergraduate education; map library teaching to the university's curricula. *(1.2.2)*

Expand **research and professional development** opportunities for graduate students, faculty, and staff. *(1.2.3)*

Expand student access to and effective use of **technologies and library resources.** *(1.2.4)*

1.3 › Strengthen Support to Increase Institutional Impact and Visibility

Demonstrate the value of the library's expertise on research impact support through **increased research visibility** of an individual researcher, a research team, an academic department, or a research institute. *(1.3.1)*

Participate in **high-level research impact evaluation** and planning, e.g., through consultation for colleges and initiatives led through the university's governance structure, e.g., the Faculty Senate. *(1.3.2)*

Advance Regional, National, and Global Impact

5-Year Milestones

50% increase in active library contribution to and support for Virginia Tech's research grant applications

50% increase in active library contribution to and support for Virginia Tech's research publications and citations

50% increase in active library contribution to and support for Virginia Tech's graduate research

Double student participation in library-led experiential learning opportunities

Double student participation in library-led digital literacy opportunities

Double library-produced course materials for the digital literacy program

50% increase in student participation in the digital wellness curriculum

50% increase in student demonstration of digital literacy learning through e-Portfolio creation, curation and showcasing

Double student savings through collections, Open Educational Resources, and shared technologies

50% research visibility increase for selected individuals or teams resulting from focused library support using predefined research impact indicator
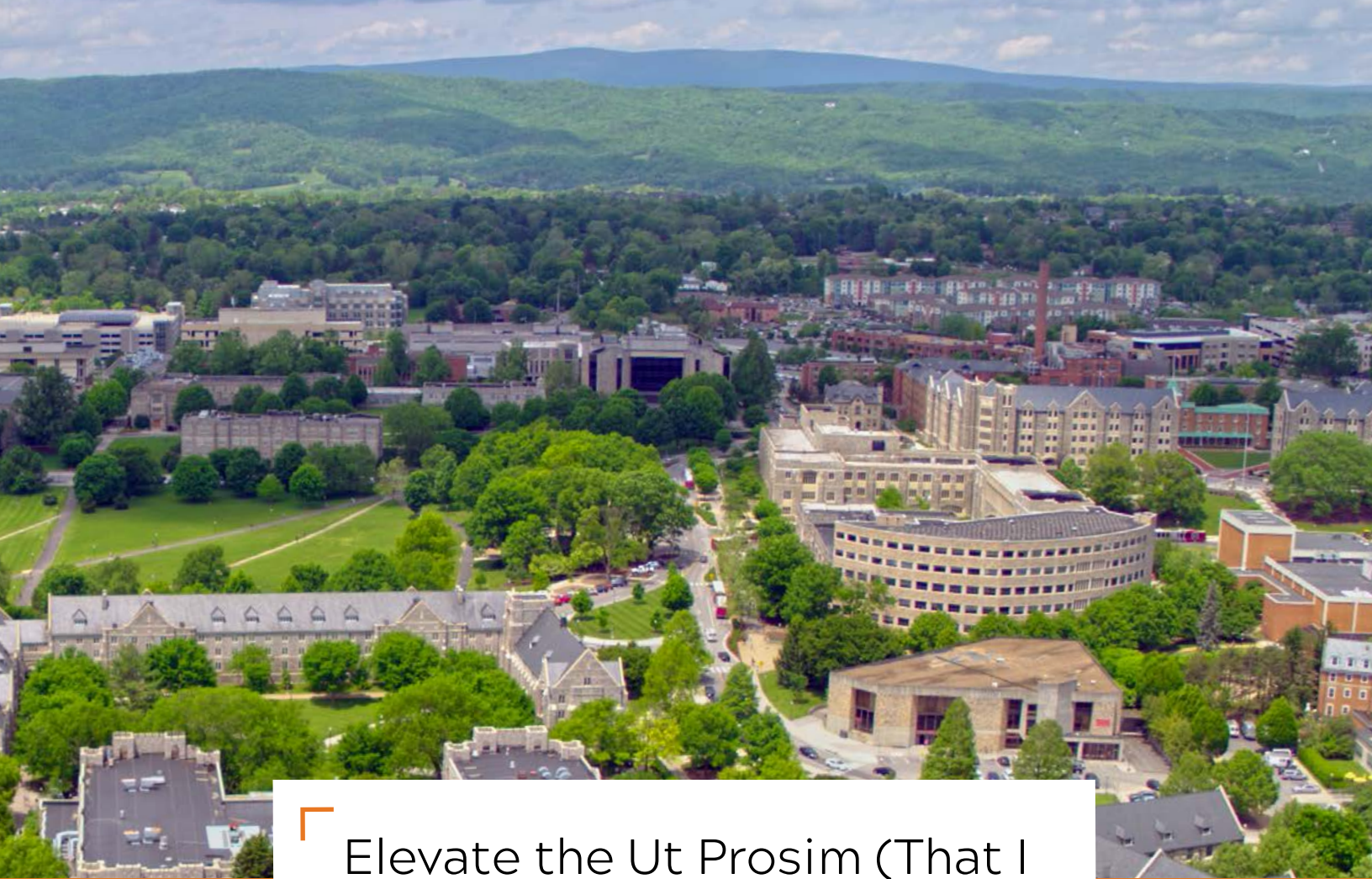
Elevate the Ut Prosim (That I May Serve) Difference

ASPIRATIONAL VISION

University Libraries commits to build and maintain enduring climates of mutual care, respect, and responsibility. We affirm the intrinsic humanity of every person and claim an active role in removing all barriers to inclusive and equitable participation in our work.

GOALS

Elevate the Ut Prosim (That I May Serve) Difference

2.1 › Operationalize Inclusion and Diversity

Establish effective **organizational structure**, personnel, and position responsibilities to provide leadership and implementation support to advance the library's inclusion and diversity goals. *(2.1.1)*

2.2 › Increase Inclusion, Diversity, and Equity within the Library

Improve **recruitment, hiring, retention, and professional development** practices in the library. *(2.2.1)*

Improve the library's **organizational climate** through education, accountability, and rewards. *(2.2.2)*

2.3 › Support Inclusion, Diversity, and Equity on Campus and in Our Communities

Enhance library participation and contribution to campus-wide and community-wide inclusion and diversity **outreach and advocacy**. *(2.3.1)*

Remove barriers that prevent access to library resources and services. *(2.3.2)*

Increased inclusion and diversity among those participating in library operated research, experiential learning, digital literacy, community engagement, and employment opportunities. *(2.3.3)*

Elevate the Ut Prosim
(That I May Serve) Difference

5-Year Milestones

100% of library vacancy searches implement best practices for equity and accessibility in hiring

Increase underrepresented minority library new hires to 25% annually

Establish a director-level office of inclusion and diversity within the Libraries

Double participation in library operated programs, events, and workshops by members of historically marginalized communities

100% ADA §508 compliance in library curated post-2008 digital objects.

100% ADA §508 compliance for all post-2008 vendor-provided digital resources.

Be a Destination for Talent

ASPIRATIONAL VISION

University Libraries is a place to collaborate, innovate, create, and share. We aspire to transform the way people experience knowledge and through our efforts, help to attract bold and dynamic faculty, staff, and students to a diverse and inclusive community to be a force for positive change.

GOALS

Be a Destination for Talent

3.1 › **Attract, Retain, and Develop Diverse Library Faculty and Staff**

Improve library **recruitment, hiring, retention, and professional development practices**. *(3.1.1)*

Improve and enhance **talent development**. *(3.1.2)*

3.2 › **Provide State-of-the-art Library Collections, Spaces, Learning Opportunities, and Research Expertise to Attract, Retain, and Develop Talents for the University and Broader Communities.**

Continuously improve library **spaces, resources, and services**. *(3.2.1)*

Raise the **university's profile and appeal** to current and incoming faculty through the library's demonstrated success in research partnership, outcome, and expertise. *(3.2.2)*

Raise the university's appeal to current and incoming **students** and **community members** through the library's demonstrated success in access to resources, experiential learning, digital literacy, skills and career preparation, and related community engagement activities. *(3.2.3)*

Be a Destination for Talent

5-Year Milestones

Achieve progress in competitive library employee salaries toward the 50th percentile of ARL members

Complete Newman Library Renovation project per university capital outlay plan

Establish and operate a branch library at the Innovation Campus

50% increase in active library contribution to and support for Virginia Tech's research

50% increase in active library contribution to and support for Virginia Tech's teaching and learning

50% increase in active library contribution to and support for community-based programming, publications, collaborative research projects, and grant proposals
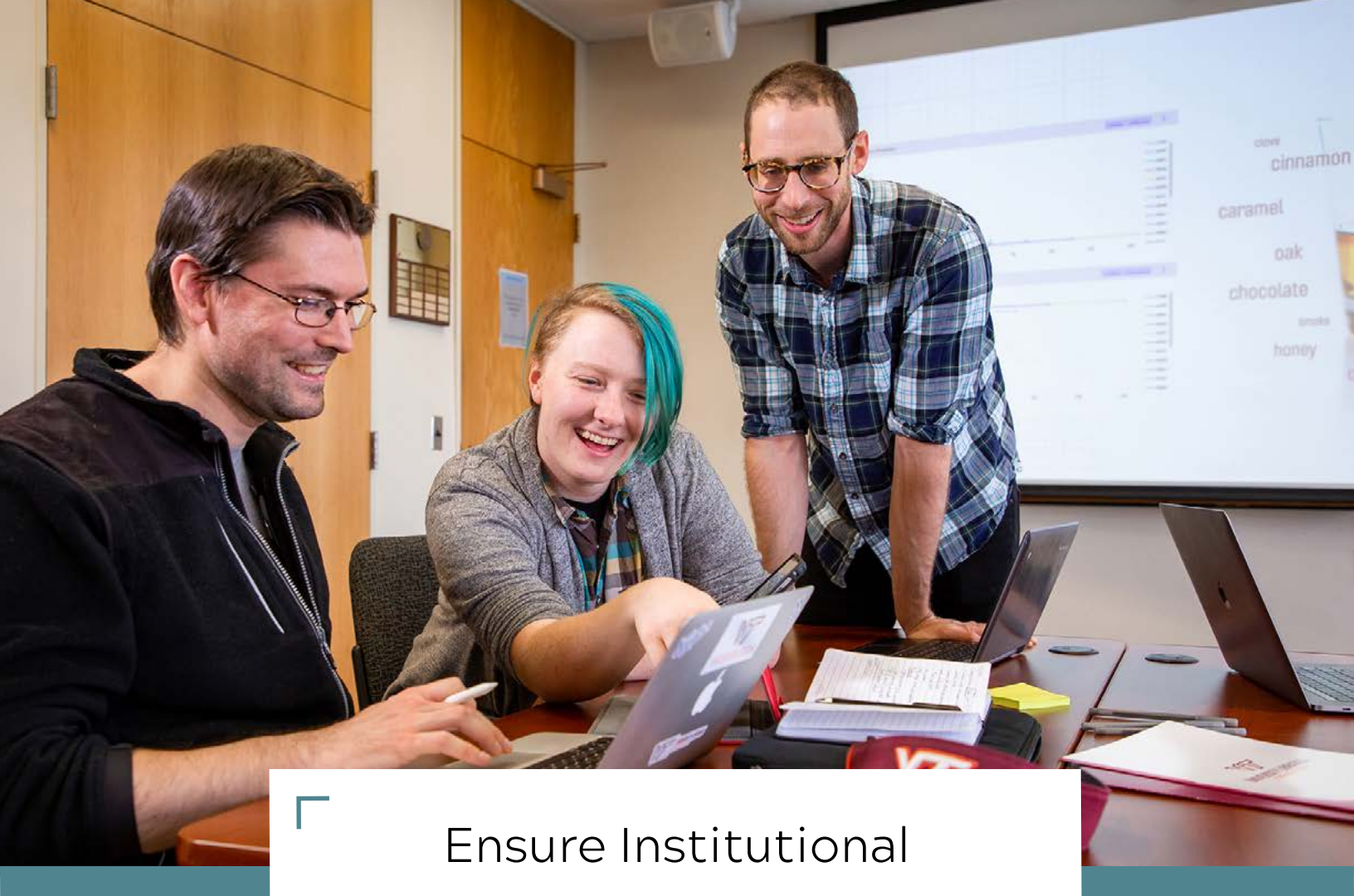
Ensure Institutional Excellence

ASPIRATIONAL VISION

University Libraries embraces the Association of Research Libraries' 2033 vision that research libraries will shift from a knowledge service provider to become a collaborative partner. Well underway toward this vision, we will continue to optimize the efficiency and effectiveness of existing library programs and promote collaborations beyond internal and external boundaries to develop and enhance our new and emerging roles.

GOALS

Ensure Institutional Excellence

4.1 › Optimize Organizational Efficiency and Effectiveness

Leverage technologies and consortia to **enhance collections'** openness, sustainability, access, and usage. *(4.1.1)*

Identify and close gaps between physical and virtual library services and resources. Provide **equal access** to physical and digital resources and services to all Virginia Tech community members regardless of where they are located. *(4.1.2)*

Through renovation projects, continue to improve **physical space** design and automation. *(4.1.3)*

Based on current core library metrics, further develop **assessment metrics** for each functional area, directly or indirectly linked to the university's goals and milestones *(4.1.4)*

4.2 › Strengthen Strategic Initiatives and Partnerships

Create **pathways to partnership**, which enable library experts to team up with Virginia Tech faculty, students, and community members to achieve university or unit strategic goals and milestones. *(4.2.1)*

Develop tighter partnerships with **major university initiatives** through the library's participation in campus and stakeholder planning and development. *(4.2.2)*

4.3 › Improve Processes and Communications

Develop an adaptive, inclusive process for **continuous strategic planning**. Set up a periodic review of assessment procedures and evaluation metrics for library services, programs, and projects. Improve library data collection and analysis to inform decision-making. *(4.3.1)*

Improve **internal communications** to better leverage expertise and foster collaboration. Connect silos and improve social integration. Increase networking and the internal awareness of library services and accomplishments. *(4.3.2)*

Ensure Institutional Excellence

5-Year Milestones

100% ADA-compliant library physical spaces and facilities

50% increase in studios-based experiential learning opportunities

20% increase in library space usage

20% increase in library collections usage

20% increase in digitization of library and community cultural and historical collections

20% increase in timely accessibility of library curated new digital objects

20% increase in the number of digital objects originally made openly accessible through the library

20% reduction in new order turnaround time

$1 million startup investment in strategic and collaborative projects

75% of library-funded collaborative projects remain active and productive 1 year after the funding period

A minimum of 3 FTEs dedicated to the Innovation Campus

Complete a needs assessment for and the initial planning of a comprehensive health sciences library program

Core library metrics evaluation and revision every year

Annual review of licensed electronic collections using established assessment metrics