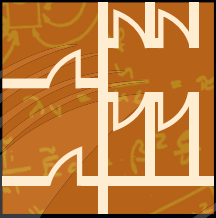
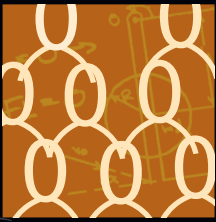




UC Libraries:

# *Transforming*

The Strategic Plan, 2014



UNIVERSITY OF  
**UC**  
Cincinnati

# The University of Cincinnati Libraries will become the globally engaged, intellectual commons of the university.



Xuemao Wang,  
Dean and University Librarian

## Introduction

The research library landscape, and that of higher education in general, is changing rapidly. In the digital age, we face competitions that did not exist 25 years ago. Information is growing at an unprecedented rate in different formats and by various creators. Resources to manage this information and to meet the growing demands on libraries are scarcer. More and more, libraries are not only being asked to do more with less, but also our value proposition in the digital age and global, competitive information landscape is being questioned.

These challenges provide opportunities for libraries to envision our future—a future that will redefine libraries and the information professional's role to create a stronger value proposition. In order to achieve this, we must reimagine and realign our role within both the university in which we reside and with the faculty, scholars, researchers and students with whom we work.

The University of Cincinnati Libraries are an integral partner in the university's efforts to achieve its core mission of teaching, research and community engagement.

Through the work of our Strategic Plan, and with the realization of our mission and vision, we support the five key focus areas outlined in the university's Third Century initiative and reflected in the UC2019 Academic Master Plan:

- Building the resource base
- Investing in faculty and staff
- Leveraging research
- Reimagining the student experience
- Excelling in e-Learning

Together, with our audacious aspirations of being a transformative leader in all we do, the University of Cincinnati Libraries will become the "globally engaged intellectual commons of the university."

A handwritten signature in blue ink, appearing to read 'Wang Xuemao'.

## MISSION

The University of Cincinnati Libraries empower discovery, stimulate learning and inspire the creation of knowledge by connecting students, faculty, researchers and scholars to dynamic data, information and resources.

## VISION

The University of Cincinnati Libraries will become the **globally engaged, intellectual commons of the university**—positioning ourselves as the hub of collaboration, digital innovation and scholarly endeavor on campus.

The University of Cincinnati Libraries are at the center of the academic mission of the university. To achieve our vision, we will build upon a strong foundation of a dedicated and knowledgeable staff with unique and advanced skill sets primed to transform ourselves, the library landscape and the teaching, learning, clinical and research endeavors of the university. In pursuit of our combined missions, a transformed and developed 21st-century information professional workforce will collaborate in new partnerships with students, faculty, researchers and scholars to transform data and information into new expertise and knowledge. We will radically redefine and transform the concept of collections, space and access to support new modes of inquiry and discovery.

This transformation will be accomplished through strategic investments in people, resources, technology and innovation. In this spirit, the strategic pillars of digital technology/innovations, people, data → information → knowledge and space will combine to make UC Libraries the globally engaged, intellectual commons of the university.



# Tenets

We practice the following in pursuit of our mission and vision.

## Lead

We are leaders on campus and in the library profession, guiding initiatives that advance the academic pursuits of students, faculty, researchers, scholars and library colleagues.

## Partner

We pursue and actively participate in partnerships that further our mission and that of the university.

## Collaborate

We liaise with and work collaboratively with colleagues, students, faculty, researchers and scholars both within and outside the organization in order to bring varying skill sets and mindsets to play in connecting and enabling all users to achieve their greatest potential in their academic pursuits.

## Build

We acquire and provide access to the published scholarly record for a broad range of disciplines with emphasis on the university's areas of excellence.

*We, the information professionals of the University of Cincinnati Libraries, hold ourselves to the highest standards of work performance, research, quality service and respect for each other and for the diversity of our community.*

## Learn

We are seekers of new knowledge and skills that empower us in changing the current and future library landscape.

## Teach

We impart knowledge. Every member of UC Libraries is a teacher, guiding the university community in utilizing library resources, increasing the information literacy of our users and advancing the skill sets of ourselves and our colleagues.

## Steward

We collect, provide, protect and preserve the scholarly record and intellectual output of the university and community of scholars as we responsibly manage the data, information and resources of the university.

## Innovate

We seek new, creative and cutting-edge practices, workflow and technologies to deliver library services, collections and programs to users anytime and anywhere.

## Explore

We try new things, embrace change, take risks, and when necessary, change and modify course in pursuit of our mission.

## Thrive

We foster an engaged workforce that is encouraged and supported to strive for excellence, balance and work satisfaction.

## Transform

We embrace our mission, vision and tenets as our guideposts as we work to transform ourselves, the library landscape and the teaching, clinical and research endeavors of the university.



*We adhere to the principles set forth by the American Library Association's Code of Ethics in our daily work and interactions with researchers and scholars and through compliance with all state, national and international laws that govern patron records, open access to information, copyright and licensing of information.*



# Pillars

## I. DIGITAL TECHNOLOGIES & INNOVATION

**Develop innovative technologies and services that transform and generate new modes of inquiry, access, scholarship, learning and creative ways of working together.**

UC Libraries will be a leader in creating and utilizing digital technologies and innovation for the provision of learning tools and research platforms essential for transforming the user experience and the creation of new knowledge. We will create an agile and innovative information environment of ongoing inquiry, analysis, research and discovery.

### Objective #1:

Lead initiatives to create and foster digital scholarship, learning and faculty-engaged programming at the university.

### Objective #2:

Collaborate with university and outside partners on the development and implementation of new technologies and services that re-imagine and transform the way students, faculty, researchers and scholars interact with and use the libraries in new and creative ways.

### Objective #3:

Support and create a culture of appreciation of digital technologies, innovation, modernization and continual learning.

### Objective #4:

Through innovative teaching, instruct students in information and digital literacy and inspire self-directed learning in a complex and dynamic information environment.



### Objective #5:

Advance discovery and innovation in medical care and knowledge through the collaborative development of resources, tools and services focused on informatics, patient care and clinical research.

### Objective #6:

Support eScience, digital humanities and digital social sciences through the development of state-of-the-art spaces, services and programs.





## II. PEOPLE

### Transform the evolving role of the information professional.

UC Libraries will become more dynamically engaged partners with colleges, departments and units —integrating new methods for collecting, accessing, utilizing and preserving streams of data and information in support of the teaching and research mission of the university. We will become leaders in defining the changing role of academic libraries in the global library community.

#### Objective #1:

Expand our active engagement in research, teaching, learning and clinical practice by facilitating and fostering new collaborations and partnerships that advance the university's mission.

#### Objective #2:

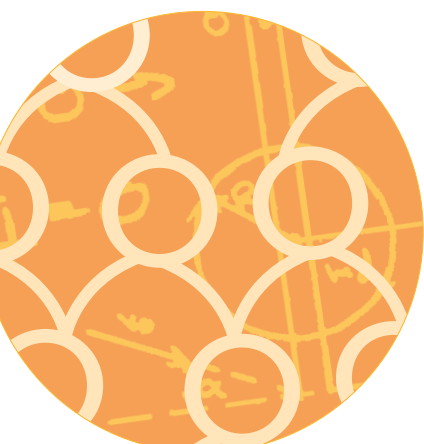
Escalate our position as global leaders in exploring the changing role of academic research libraries in support of global collaborations such as in information and digital technology literacy and research support, resource access, technology sharing and intellectual property management.

#### Objective #3:

Develop a diverse workforce that embraces demographic and cultural diversity and possesses broad and varied knowledge and skill sets, job categories, backgrounds, ideas and perspectives that create opportunities to engage colleagues and institutions within and beyond UC Libraries and the university in support of our mission and vision.

#### Objective #4:

Cultivate and empower a well-trained and technologically savvy workforce that embraces a culture of continuous learning, creative thinking and the pursuance of excellence.



## III. SPACE

### Transform the concept and use of learning spaces managed by the library.

UC Libraries will be recognized as the intellectual hub for students, faculty, researchers and scholars by providing engaging digital and physical environments, as well as powerful new tools and services that spark inquiry, support analysis and ignite discovery and scholarship as well as prepare emerging generations for lives of ongoing discovery.

#### Objective # 1:

Develop virtual spaces, powerful new tools and stimulating research platforms as essential aspects for transforming and reimagining the student learning and research experience.

#### Objective #2:

Create exciting and innovative ways to deliver library services in both digital and physical spaces in order to connect to students, faculty, researchers and scholars in new ways and more directly.

#### Objective #3:

Pursue ambitious and grand "21st-Century Learning Space" proposal in collaboration with the President and Provost to build and enhance physical spaces within the libraries making them more inspirational, diverse, flexible, dynamic, collaborative and resourceful, conducive for global collaboration, group and individual work.

#### Objective #4:

Create and renovate staff work spaces so that they are attractive, conducive and supportive of innovative and collaborative work.





## IV. DATA ⇌ INFORMATION ⇌ KNOWLEDGE

### Transform library research collections and enable new modes of scholarship.

From data to information to knowledge, UC Libraries will expand the scope and access to library and university collections by transforming the creation, acquisition, organization, discoverability, preservation and curation of data and information to meet the vast and changing needs of current and future students, faculty, researchers and scholars. We will support and inspire local and global, novel, innovative and one-of-a-kind research through our collections and services.

#### Objective #1:

Preserve and provide access to the special collections and the scholarly and historical record of the university, including archival, rare and unique material, as well as born-digital content and datasets.

#### Objective #2:

Create enhanced capabilities for the UC community to integrate UC Libraries' collections with their own research and projects as well as to contribute their research into the scholarly record of the university.

#### Objective #3:

Diversify and expand our collections making them available anytime, anywhere in any format across the globe.



#### Objective #4:

Redefine collection development and management to create opportunities for innovative, transformational and responsive approaches to collection building.

#### Objective #5:

Promote students' dynamic interaction with resources in order to construct new knowledge, develop innovative ideas and contribute to scholarship.

#### Objective #6:

Explore opportunities for collaboration and develop services to support open scholarship, including open access, open data and open educational resources.



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