



Library Strategic Directions, 2016-2019
Inquiry, Innovation, and Impact

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Foundational Principles

The Library's strategic directions are guided by the following principles:

- The Library's investments will reflect the University's strategic focus on fostering **inquiry and impact**.
- The Library will be a **center of innovation** for faculty, students, and staff.
- The Library will adopt service and staffing models, adapt spaces, and build collections that **serve the diverse and evolving needs of a diverse community**.
- The recruitment and retention of a diverse and skilled workforce is critical to the success of the Library. We are committed to **professional development** programs that ensure Library staff are continuously building skills that meet the demands of an evolving environment.

Introduction

Throughout the history of the University of Chicago, the Library has played a vital role in fostering inquiry and extending the impact of the scholarly endeavors of the University community. For much of the last 125 years, we have done so by serving primarily as a repository of knowledge, with expert staff who work to select, acquire, catalog, curate, and preserve collections. By purchasing the Berlin Collection in 1891, before classes had begun or a Library building had been constructed, William Rainey Harper demonstrated the importance of scholarly resources in fueling research and attracting top faculty to the University. The provision and enhancement of such renowned, world-class collections remains the cornerstone of our mission today.



Even as building and preserving collections continue to be critical commitments of the Library, we are assuming new roles that are vital to research, innovation, and learning at the University of Chicago. Interdisciplinary work is more important than ever. Opportunities for creativity and collaboration are increasingly prized by students and faculty alike. Researchers in every field are taking advantage of technological advancements to pursue new lines of inquiry. In addition to scholarly monographs and articles, the outputs of research and scholarship now include digital collections, data files, dynamic databases, and interactive multimedia.

With our enduring mission to provide comprehensive collections and services in support of research, teaching, and learning at the University, the Library must also evolve in response to changes in higher education. Today's research environment calls for a library that is best described as a hub that connects people and ideas through a dynamic exchange of information. Students need assistance in learning to navigate and evaluate vast quantities of resources, including those provided by the Library, as well as the sea of information that is freely available online. Researchers need the latest search tools, technology, and services to support scholarly communication at every stage of their work. And faculty and students benefit from inspiring, technology-equipped spaces designed to support individual and collaborative research and learning.

In embracing new opportunities that are emerging in our evolving environment, we will leverage the deep expertise of the Library staff, will develop services that support new avenues of research, and will expand access to and preservation of scholarly resources in ways that advance the goals of the University community and the needs of the next generation of scholars. Through these actions, we will be the partner of choice in the research processes of the future.

The strategic directions outlined in this document do not attempt to convey all of the Library's activities. Rather, they identify areas of emphasis between 2016 and 2019 that will allow us to build on the Library's historical strengths, while innovating to expand the Library's role as a hub that connects UChicago faculty, students, and staff in the exchange of information and the creation of new knowledge.

Crescat scientia; vita excolatur

Let knowledge grow from more to more; and so be human life enriched.

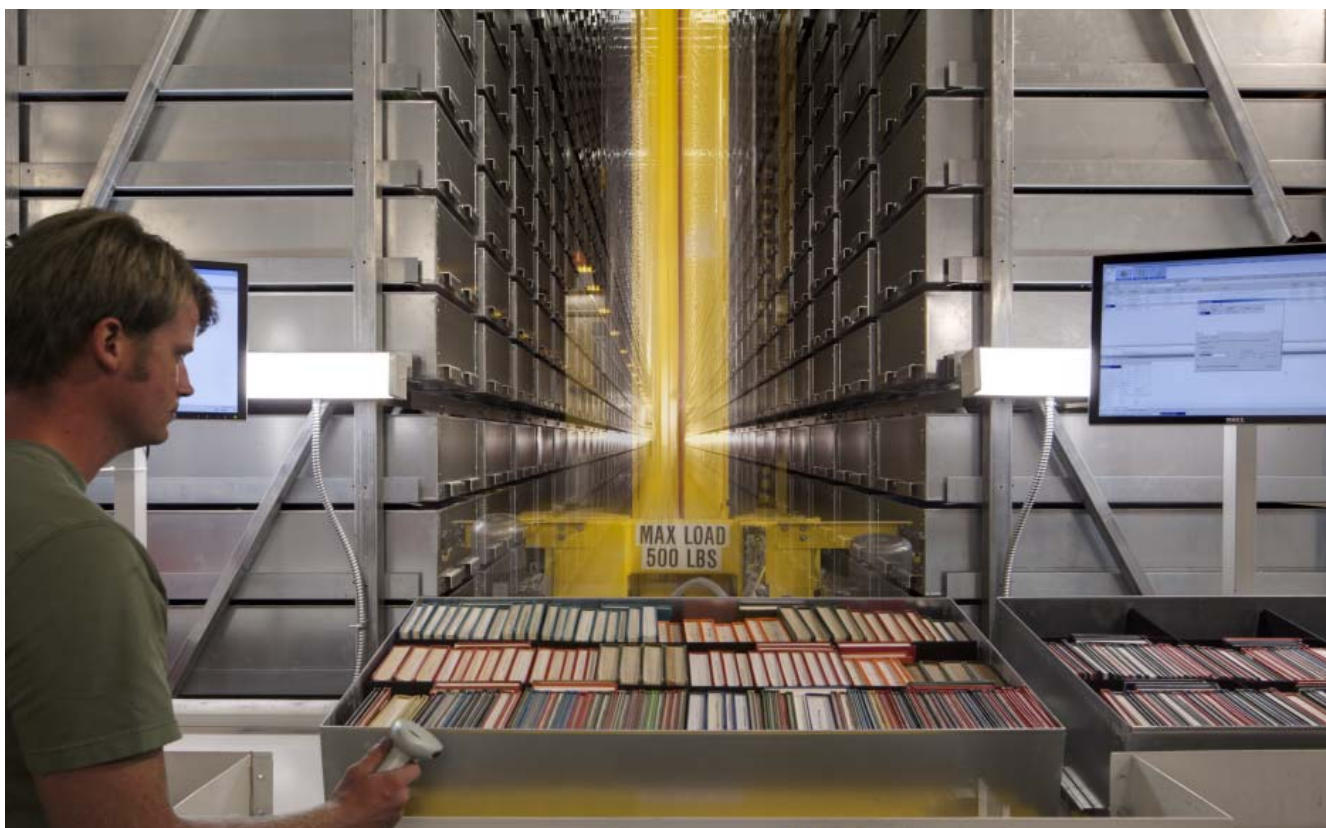
Brenda L. Johnson
Library Director and University Librarian

Strategic Directions

1. *Evolving in a Changing Environment*

The Library will embrace continuously evolving higher education and information environments by shaping an agile, creative, and responsive organization that supports experimentation, risk-taking, and bold thinking.

- a. The Library will engage the campus in discussions of the future role of the Library in an evolving research environment.
- b. To ensure that our services meet the diverse needs of the University community, the Library will make active and strategic use of the wide variety of assessment data and studies available from peer institutions, supplemented by local studies undertaken to fill gaps in the existing evidence base.
- c. The Library will identify and build local, regional, national, and international partnerships that strengthen its ability to deliver comprehensive collections and innovative and effective services.
- d. The Library will pursue sources of funding to invest in new initiatives while continuing to seek support for key service areas.



Evolving in a Changing Environment

Selected Current Initiatives

- The Library administered and is analyzing results from the 2015 Ithaka S+R survey of UChicago graduate and professional school students in order to learn more about their educational and pre-professional needs.
- The Library is leveraging its membership in the Ivy Plus Consortium not only to obtain rapid access to the collections of the Ivy Plus libraries but also to promote efforts to collaboratively build collections that more effectively support the research endeavors of faculty and students in all the participating universities.
- The Library is building a new resident librarian program in order to expand staff expertise in new and rapidly developing areas of librarianship such as online learning, allowing us to offer innovative services that support the evolving needs of faculty and students.



Selected Aspirational Goals

- The Library is recognized locally, nationally, and globally as an innovative leader in library services.
- The Library has robust and sustainable shared collections of both print and digital resources that have been built through partnerships with libraries, publishers, and distributors.
- Innovative projects and initiatives are funded by a variety of strategic partnerships with peer institutions, foundations, granting agencies, and philanthropic donors.

Strategic Directions

2. Empowering Faculty and Students

The Library will implement innovative services and reimagine collections and spaces both to exceed faculty and students' expectations and to advance ongoing and emerging University priorities for research, teaching, and learning.

- a. The Library will realign its collecting policies and practices to ensure we provide access to and preserve new forms of scholarly output while continuing to expand our print and digital collections, empowering researchers from a range of disciplines with diverse needs to pursue emerging directions in scholarship.
- b. The Library will create services and spaces to foster innovation in areas of strategic importance to the University.
- c. The Library will develop a vision for Library instruction that reflects the University's educational priorities.
- d. The Library will partner with other groups on campus to provide programs and services that build the leadership and professional skills needed by students, postdocs, and junior faculty.



Empowering Faculty and Students

Selected Current Initiatives

- The Library is building collections and developing services to support new and interdisciplinary programs at the University such as the Institute for Molecular Engineering, the Digital Humanities, new arts programs, the Chicago Innovation Exchange, the Polsky Center for Entrepreneurship, the UChicago Urban Labs, the Computation Institute, the Law School's interdisciplinary programs, and the Divinity School's transdisciplinary approach to Islamic Studies.
- The Library is transforming the Regenstein A-Level Reading Room into an inviting and attractive collaborative learning center where students, faculty, academic technologists, and librarians can interact.
- The Library is expanding its training and support for thesis writers in the College and graduate programs, and is developing online learning modules for students who access Library resources away from campus in the SSA part-time program and the Graham School of Continuing Liberal and Professional Studies.
- The Library is participating in the Graduate Global Impact program by developing internships for PhD students that allow them to gain new insights into the local and global impact of librarianship and scholarship, while obtaining flexible training that can help them prepare for careers in academia, nonprofits, government, and industry.



Selected Aspirational Goals

- Library instructional programs and tools are tightly integrated into the curriculum and research processes, enabling students and faculty to use and evaluate information critically, ethically, and effectively.
- The Library provides innovative and flexible virtual and physical spaces that support the evolving needs of students, faculty, and visiting researchers, including spaces for active engagement with collections, collaborative technology-equipped “smart” spaces, quiet study spaces, and spaces dedicated to supporting innovation and project-based scholarship and creative work.
- The Library supports scholars by collecting a wide array of both traditional and emerging information resources, such as datasets and algorithms, time-based media, web archives, simulations, and geospatial information.
- The Library is a key partner in ensuring that upon graduation, students in undergraduate, graduate, and professional programs are well prepared to pursue and build professional lives in academia, the public sector, or private enterprise.

Strategic Directions

3. *Advancing Digital Scholarship*

The Library will increase the scholarly impact of the University by building robust services and technology infrastructures to support emerging modes of research, innovation, and scholarship.

- a. The Library will be a hub for digital scholarship by providing faculty and students with tools and services that strengthen the impact and visibility of their research and creative endeavors.
- b. The Library will develop an array of services to support the lifecycle of research data from assistance with writing a data plan to managing, sharing, and preserving data.
- c. The Library will take a leadership role in advancing open scholarship at the University by supporting and promoting open access, open data, open educational resources, and other forms of openness in the scholarly and research environment.



Advancing Digital Scholarship

Selected Current Initiatives

- The Library is leading an initiative with IT Services and the Research Computing Center to build an institutional repository to preserve and share the scholarly, creative, and administrative assets of the University. This repository will provide a means for faculty to share and preserve their research data and to make their publications openly accessible and will be a platform for graduates to make their dissertations widely available in order to enhance the impact of their research.
- The Library is supporting faculty needs for research data management services through outreach programs that include workshops on granting agency requirements and best practices for describing and managing research data.
- The Library is developing online tutorials and in-person workshops to raise awareness of copyright, author rights, and scholarly publishing issues.
- The Library will develop expertise and deploy staff to allow us to engage with and support scholars in all disciplines, and especially those employing non-traditional resources. The Library will increase its efforts to support text mining including negotiating access to additional data sets and providing support for users.



Selected Aspirational Goals

- The Library provides coordinated digital scholarship services that ensure students and faculty have access to spaces, technologies, and consultation services that support their exploration of new methodologies, analysis of complex data, and sharing of their research and creative endeavors through new publishing models.
- The Library is a key partner in sponsored projects by providing the educational and support services that researchers need to meet the new goals and requirements of research funding agencies for data management, open access, and open data.
- The Library is known for its educational programs and consultation services that ensure researchers are aware of copyright and intellectual property issues, including the appropriate use of copyrighted materials, as well as strategies for protecting their own intellectual output.

Strategic Directions

4. *Enhancing Access to Scholarly Resources*

The Library will enhance access to information resources by offering improved tools and services.

- a. The Library will enhance discovery of digitized, born-digital, and print materials by providing direct paths to resources, whether they are held locally, by other libraries, or freely available in the cloud. The shift to a research environment where much primary research is born digital and extends into new areas and formats has led to a plethora of discovery and access options. A traditional library catalog does not suffice as a discovery platform for large portions of current scholarship.
- b. The Library will align staffing and departmental goals to support strategic commitments to new technologies.



Enhancing Access to Scholarly Resources

Selected Current Initiatives

- In August 2014, the University of Chicago Library became one of the first two implementers of the open-source, community-based library management system, OLE (Open Library Environment), which has been designed by and for research libraries to foster enhanced discovery of digitized, born-digital, and print materials. As one of the founding members of the OLE community, the Library is taking a leadership role in the development and governance of OLE.
- The Library is creating a single, streamlined process for requesting materials from other libraries that will replace the three separate interfaces currently needed to access collections available through UBorrow, BorrowDirect, and traditional interlibrary loan. Links to this streamlined request interface will be available from records in the Library Catalog, WorldCat, and wherever the Library's "Find It!" button appears.
- The Library is enhancing a new catalog that supports discovery of traditional library materials while also providing access to new services, such as Scan & Deliver, and links to external collections, such as HathiTrust, so that patrons have a central hub for exploring the widest variety of resources available to them.



Selected Aspirational Goals

- The Library provides innovative systems that allow researchers to explore and re-use digital collections and data curated by the Library in new ways, such as data mining, visualization, and emerging computational and linked data applications.
- The Library partners with libraries, vendors, and computer scientists to build systems that ensure students and faculty have intuitive, flexible, and comprehensive discovery tools and delivery services that provide timely and convenient access to the full range of local and remote resources available to them.
- The Library provides students and faculty with dynamic, integrated tools that redefine and expand the process of serendipitous discovery.

Strategic Directions

5. Collaborating to Extend the University's Impact

The Library will collaborate with on- and off-campus partners to extend the impact of the Library and the University.

- a. The Library will contribute to the University's civic engagement and global initiatives.
- b. The Library will build on its strengths by collaborating with on- and off-campus partners to advance the University's mission to "let knowledge grow from more to more, and so be human life enriched."



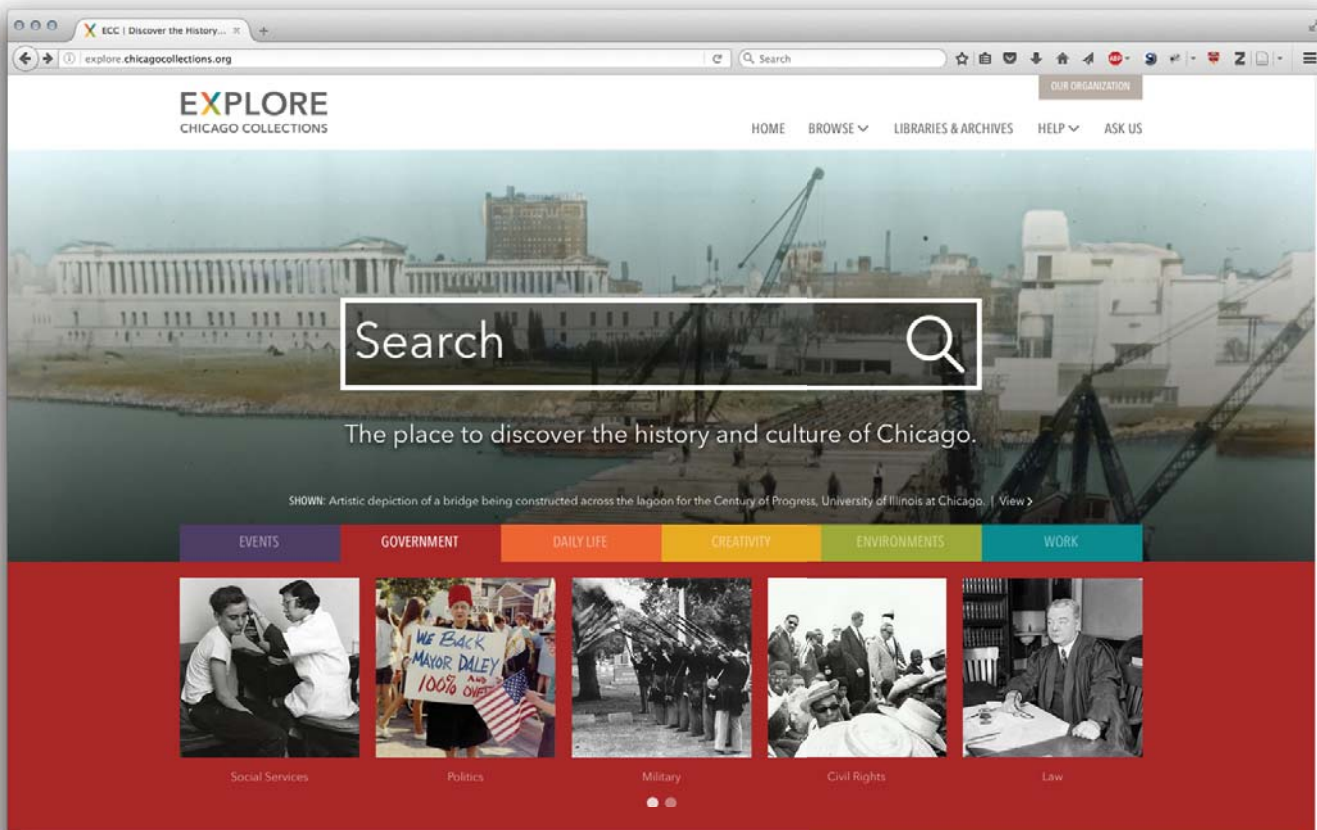
Selected Current Initiatives

- HathiTrust and the Google Books Project: Through strategic partnerships the Library is taking a leading role in ensuring that both the general public and scholars around the world can easily access a vast collection of materials digitized from the print collections of research libraries across the globe. In partnership with Google and the Committee on Institutional Cooperation, public domain materials from our Library collections are being digitized and made available through both Google Books and the HathiTrust Digital Library. As a founding member of the HathiTrust Digital Library, the Library has been at the forefront of envisioning a consortial preservation and access repository that will ensure the cultural record is preserved and accessible long into the future.
- Chicago Collections: The Library is promoting a deep and rich understanding of the history of Chicago through a new partnership with other libraries, museums, and cultural institutions to create an online portal to original sources documenting the history and culture of the Chicago region. Chicago Collections also provides cooperative reference services and other outreach activities that ensure broad public use of the available materials.
- The Black Metropolis Research Consortium (BMRC): The Library is supporting the University-hosted BMRC, both as a contributing member and through development of a technology infrastructure that will provide public access to member institutions' collections about African American and African diasporic culture, history, and politics, with a specific focus on materials relating to Chicago.
- The Library is providing access and/or borrowing privileges to local educators connected with the Civic Knowledge Project, to students enrolled in the international baccalaureate program at the Hyde Park Academy, to teachers and AP students at Kenwood Academy, to La Rabida Children's Hospital researchers, to public school students sponsored by the Office of Special Programs, to teachers and selected students at the Orthogenic School, to artists connected with the Washington Park Arts Incubator, and to teachers and students connected with the Woodlawn Academy.

Collaborating to Extend the University's Impact

Selected Aspirational Goals

- The Library is a key supporting partner in the research, teaching, and learning initiatives of the University's growing global centers, study abroad programs, and cultural programs.
- The Library promotes the importance of open scholarship initiatives (open access, open data, open educational resources) and actively exposes and promotes the University's rich and diverse scholarly endeavors to the world.
- The Library partners with students, faculty, the University, and Chicago's South Side community in advancing diversity initiatives.
- The Library serves as a central hub for community organizations (schools, community centers, foundations, and the like) to collaboratively develop educational and cultural programs supporting the needs of the campus and our surrounding communities.
- Campus partners see the Library as a home for public lectures, colloquia, and other forums that extend and promote their scholarly and creative work.



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Strategic Directions Committee

Christopher Cronin, *Chair*
Director of Technical Services

Amy Buckland
Institutional Repository Manager

David Larsen
Head of Access Services and Assessment

Daniel Meyer
Director, Special Collections Research Center
University Archivist

Andrea Twiss-Brooks
Co-Director, Science Libraries and
Head of Collections Services

Director's Council

Brenda L. Johnson
Library Director and University Librarian

Elisabeth Long
Associate University Librarian for Digital Services

James Mouw
Associate University Librarian for Collection Services

James Vaughan
Associate University Librarian for User Services

Contact

Brenda L. Johnson
Library Director and University Librarian
brenda.johnson@uchicago.edu

The University of Chicago Library
1100 East 57th Street, Suite 184
Chicago, IL 60637



Editorial: Rachel Rosenberg

Photography: Lloyd DeGrane, Robert Kozloff, Tom Rossiter, Jason Smith, and John Zich