

University Library Plan 2002-2006

The University of Tennessee Libraries

Introduction

The University of Tennessee Libraries aspires to be an outstanding academic library. In a quickly changing technical, information, and institutional environment, planning for the future assumes both a greater importance and a higher level of difficulty. The plan outlined in this document aims to expand and refine, sometimes in radical ways, the information services provided to the students and faculty of the University of Tennessee.

Underlying every goal and initiative of the Libraries is an organizational commitment to serving library users extraordinarily well. In the midst of change, excellence of service will remain the constant benchmark by which success will be measured. The Libraries are committed to remaining one of the top performing units on the campus of the University of Tennessee.

Ambitious goals require ambitious management and a fresh look at traditional library services. Librarians and staff are committed to finding creative ways to provide information to the academic community, in person and through virtual interactions. No single format or collection can meet the needs of students and scholars who seek information from a global network of interconnected resources.

The changing information landscape requires new solutions to

Message from the Dean of Libraries

The University Library Plan 2002-2006 represents the ideas and concrete actions of many innovative and dedicated library faculty and staff. The Plan and its outcomes exist solely to support the University of Tennessee's teaching, research, and outreach missions. It is successful to the extent that individual faculty members, staff, graduate students, undergraduates, and community members are able to locate and effectively use needed books, journal articles, electronic texts, images, or any other scholarly resource they require to create, to learn, and to teach. Ultimately the Library Plan can only be judged through the accomplishments and success of the UT community and others it reaches. We are proud to put forward the University Library Plan and are confident that its continuing implementation will substantially advance the University of Tennessee and its lifelong learners.

*Barbara I. Dewey
Dean of Libraries*

make the expertise of librarians easily available to a rapidly changing University. The success of the Libraries is dependent on the skills and expertise of the people who devote themselves to the delivery of excellent services. Risk taking, innovation, and willingness to change must be valued and rewarded.

Information Services

Customize information services directly to departments and research centers

- Emphasize subject librarians' teaching and consulting roles in their

liaison relationships with academic departments

- Provide dedicated liaison librarians to support research carried out in centers of excellence

- Build collaborative projects between the Digital Library Center and the centers of excellence

- Define the Libraries' role on campus in data services, including accessible repositories and support for researchers using statistical and geospatial data

- Strengthen subject librarian liaison to off-campus programs offered through academic departments

Enhance information service delivery to remote users

- Implement a digital interactive reference service for faculty, students, and staff of the University of Tennessee
- Contribute to national efforts to develop standards and define evaluation measures for digital reference services
- Expand information access and improve access mechanisms for distance education students by integrating staffing with the New College and associated programs

Mission

The University Libraries are a major component of Tennessee's oldest land-grant and primary research university. The University Libraries participate in the teaching, research, and public service programs of the institution: by providing access to scholarly information; through the acquisition, organization, management, preservation, and arrangement of collections for access and use; through the provision of supportive reference and instruction services; and through a variety of cooperative and reciprocal programs in the area, state, region, nation, and the world.

As a collaborator in the process of teaching, research, and public service, the University Libraries provide leadership in the access and use of information. The Libraries also bring relevant issues to the attention of both the University and the scholarly community at large.

The University Libraries' faculty and staff play an important role in advancing research librarianship and improving access, management, and use of information.

• Define the role of the Digital Library Center in supporting distance education initiatives

Preserve the fair use rights of educators and libraries for copyrighted materials

- Promote an understanding of copyright
- Seek collaboration with the commercial sector in developing license agreements that allow for fair use of protected materials

Collections

Build collections to meet the needs of a changing University structure

- Seek at least \$1 million per year in increased budget allocations to allow the development of the in-depth collections needed to support world class research
- Coordinate collection development and database access with the libraries serving the University of Tennessee
- Budget for cost increases to include other campuses in existing and future purchases
- Develop shared academic content within the Tennessee Electronic Library

Create digital collections that support UT's mission and increase the quality of network accessible information resources

- Convert unique collections, with an emphasis on materials about Tennessee and the Smoky Mountain region
- Provide digital audiovisual and multimedia collections
- Experiment with the Open Archive Initiative and emerging standards for digital collections

• Solicit partners and projects from across campus to develop the Digital Library Center agenda

Preserve physical and virtual collections for future scholars

- Invest in a systematic preservation program
- Strengthen the Libraries' procedures and policies for conservation of materials
- Seek long-term access to the digital information we lease or license

Advance the scholarly communication process

- Explore networked alternatives to traditional journals with selected scholarly associations
- Support SPARC and similar initiatives that contain the costs of scholarly communication

Access

Make the library webpage an indispensable and effective tool for students and scholars

- Develop and promote a customizable gateway, using software such as My Library
- Conduct usability studies and seek user opinion to assess the effectiveness of the Libraries' web presence
- Seek prominent placement of library resources in all campus portals as they are developed
- Use the online catalog record as the primary tool for information discovery and retrieval
- Experiment with a variety of approaches to mark-up and access (TEI, OAI, etc.) to facilitate information discovery and retrieval

Expedite the delivery of information

- Focus on electronic delivery of services and collections directly to the researcher's place of work
- Deliver all requested journal articles electronically
- Facilitate users' access through the web gateway to collections beyond those owned or leased by the Libraries
- Provide needed materials from ASERL libraries via KUDZU whenever delivery is faster and more efficient than from other locations—even the local collection
- Create a seamless, unified document delivery service built on the ILLiad software to serve interlibrary loan, storage, Library Express, and Off-Campus Services.
- Improve retrieval of articles by exploiting services like the Ingenta document delivery service

Facilities

Adequately house the collection for current and future users

- Measure the environmental conditions in the Hoskins Library and make specific recommendations for housing the Libraries' most valuable holdings in the best, not the worst, library environment
- Calculate collection space needs for the next five years and establish a list of priorities with a timetable, considering both the parameters of more storage and the implementation of compact storage
- Routinely maintain library facilities
- Renovate space to house the Digital Library Center

Use library spaces effectively to house and deliver a new mix of information services

- Examine service points in the main and branch library buildings and reconfigure areas where technology has altered the need for traditional work and service spaces

Create a warm and welcoming environment in both physical and virtual library spaces

- Host lively programs and exhibits that enhance the cultural and intellectual life of the university (poetry and prose readings, lecture series, gallery exhibits, displays)
- Improve lighting in both public and staff areas
- House innovative services in partnership with other units on campus (writing lab, tutoring center, CyberCafe, etc.)

Diversity

Commit to the value of a broad approach to diversity that includes ethnic, cultural, religious, gender, and experiential differences

- Mount a long-term diversity program through the work of the Diversity Committee
- Initiate a dialogue within the Libraries to define and examine diversity issues
- Undertake a program of outreach to international students
- Set priorities and take action to ensure a diverse library staff, collection, and environment

User Education

Expand our teaching role beyond traditional library instruction to

incorporate the concept of information literacy, particularly in areas where course integration is a good fit

- Monitor progress in the development of a new general education curriculum
- Determine where library presence may contribute most effectively to help students meet general education course requirements.
- Take a leadership role in promoting campus awareness of information literacy as a component of lifelong learning, through contacts, speakers, publicity, and related activities

Seek new methods for delivering library instruction to a changing audience

- Tap emerging instructional technology to deliver targeted instruction to specific groups
- Enter into partnerships with appropriate campus groups in support of the teaching and learning processes

Public Relations and Awareness

Publicize collections and services, using the library mission to target messages to a variety of audiences

- Highlight the value of the library as a cultural resource to the K-12 community and the general public
- Seek partnerships with museums to highlight historical and regional materials
- Systematically develop and publicize opportunities for donors

Make the Libraries highly visible on campus

- Build staff capacity for professional graphic design to improve the effectiveness of web pages, displays, and promotional materials

- Work with ITC and UT computer labs to improve the visibility of and access to library resources

Resource Development

Attract funding from a wide variety of sources

- Seek grant funding for library programs
- Increase faculty scholarship and research output
- Promote programs that bring visibility to the Libraries

- Request additional university support to the Libraries' base budget to bring the Libraries into the top twenty-five publicly funded academic libraries

- Seek donor support for endowments, special efforts, and initiatives

Management

Maintain a flexible organizational structure and management style

- Encourage and reward performance and leadership that move the

library toward excellence

- Foster experimentation, risk-taking, and collaboration
- Establish assessment measures that ensure performance accountability

Recruit and retain the best and brightest people in a broadly diverse library work force

- Develop library staff skills that prepare staff to assume higher levels of responsibility and achieve their potential
- Focus on constant improvement of customer service
- Continuously seek staff participation in planning and problem solving with regular staff brainstorming sessions
- Celebrate the value of library services, especially staff contributions to excellence

Organizational Values

University Libraries' staff are committed to the following organizational values:

Service. The University Libraries foster and support teaching, learning and research by providing resources, access to knowledge, information, and ideas, and by providing assistance and instruction. Service is provided in an open, receptive, and courteous manner. Fundamental to this philosophy of service is a commitment to freedom of information and equity of access to information.

Quality. The University Libraries strive for excellence in programs and services. In delivering effective and timely services to users within existing financial constraints, the University Libraries use sound management practices and a responsive organizational structure. We encourage and support the development of a knowledgeable, versatile, and skilled staff.

Integrity. The University Libraries are dedicated to creating an environment characterized by ethical behavior, accountability, and honesty.

We are committed to the principles of academic freedom and open communication.

Diversity. The University Libraries value diversity in staff, users, and collections and work to provide a climate of openness, acceptance, and respect for individuals and points of view.

Collaboration. The University Libraries' staff perform interdependent activities within the library setting and within the academic community. We work collaboratively with each other, with our University colleagues, and with colleagues in other institutions in the U.S. and around the globe.

Innovation and Risk. The University Libraries identify and anticipate user needs and respond with appropriate resources and services. In reviewing needs, the University Libraries will take appropriate risks to provide the best responses.

Technical Infrastructure

Provide state-of-the-art technical infrastructure and tools in support of both user access and internal library processes

- Develop a set of desired features and migrate to the next generation, integrated library system
- Plan for systematic replacement and upgrade of equipment and infrastructure required to support the Libraries' collections and services
- Provide access that is interactive, customizable, and meets the needs of a wide range of library clients

APPENDIX A: Recent Progress Toward Libraries' Goals 1998-2001

Collections

- Doubled funding for electronic resources and made available more than 400 electronic journals and 30 additional networked databases
- Initiated access to a substantial collection of electronic books (NetLibrary)
- Special acquisitions for the period include the Penelope Johnson Allen Collection (Cherokee), the Tennessee Williams Photograph Collection, and the William Holland Thomas Collection (Cherokee)
- Committed to preserving collections by initiating a brittle book program, participating in the Preservation Environmental Measurement field trials, and creating a preservation plan specific to the Agriculture-Veterinary Medicine Library
- Improved access to specialized content by adding public catalog records for microform sets, automating check-in of federal documents, securing a license for ArcView software for Geographic Information Systems, and completing the conversion of public catalog records for older books and journals
- Developed the IRIS Serial Archive, as a tool for collaborative collection management with the University of Kentucky and Vanderbilt University

Services

- Transformed Course Reserves from a physical collection to an electronic reserve service in Hodges, Music, and Agriculture-Veterinary Medicine libraries and will reach the goal of

eliminating reliance on photocopies before 2004

- Strengthened interlibrary loan and document delivery by implementing the ILLiad software suite, adding high speed scanners and digital copiers, participating in document delivery collaboratives, and relocating ILS within the newly formed Access and Delivery Services Team
- Re-envisioned audiovisual services and collections to meet the demand for technically sophisticated services and collections; redesigned staff positions, multimedia equipment, and initial services to be in place for the 2001-2002 academic year
- Developed a Digital Media Service, in collaboration with the Office of Research and Information Technology, to support the faculty as they develop online course materials
- Completed the initial planning and staffing for data services and collections to meet the needs of scholars, primarily in the social sciences
- Expanded services to distance education students and faculty by creating a permanent faculty position devoted to distance education
- Added to a growing suite of web-based services with expanded scholarly discipline and subject pages, redesigned web pages for the Agriculture-Veterinary Medicine Library, online Faculty Study/Carrel applications, improved database descriptions, and improved access to the *Song Index*
- Inaugurated self-service circulation stations for express check-out

- Contracted for shelf-ready books to replace local processing and make materials available to readers more quickly
- Completed assessment activities including a Mid-cycle Program Review and a library user survey, both demonstrating improvement in library services and increased user satisfaction

Instruction

- Created a suite of web-based tutorials for First Year Studies, Agriculture and Veterinary Medicine students, and revised “Building Library Skills” for web delivery to all students
- Designed and implemented an Information Laboratory, a state-of-the-art teaching facility
- Produced a video reference tour for business majors that is streamed over the World Wide Web
- Allocated a full-time position for instructional technology support

Initiatives

- Began the Smoky Mountains Bibliography and Collection Project which identifies and collects significant and unique regional materials
- Established a university-wide Digital Library Committee to coordinate and guide the development of a robust digital library program and successfully proposed a Digital Library Center
- Established a committee on Diversity to develop an organization-wide effort to improve the diversity of library collections, staff, and services

- Created a digital collection of Southeastern Native American Documents, 1763-1842, consisting of 1,000 original documents and visual images relating to the Native American population in collaboration with the University of Georgia Libraries, the Frank H. McClung Museum and the Tennessee State Library and Archives

- Selected to participate in the alpha test of the Digital Library Federation’s Open Archive Initiative (OAI); mounted OAI-compliant finding aids, photographs, and Electronic Theses and Dissertations for the Mellon-funded OAI beta test

- Created a cost model for library support of students of the UT New College

- Mounted an aggressive program to offer library instruction to Agriculture and Veterinary Medicine graduate seminars

- Offered a one-day conference on “Teaching with Technology” for the university community and area librarians

- Promoted awareness of library services and resources with “E-resources Newsletter,” faculty showcases, brown bag lunches for specific user groups, new brochures, and targeted publications

Facilities

- Completed a major renovation of the Pendergrass Library (Ag-Vet Med) with new carpet, offices for staff, new workstation furniture, digital and electrical rewiring, new overhead lights, a redesigned circulation desk, and improved public reading room

- Upgraded the computers, printers, and adaptive technology used by the public, largely with technology fee allocations

- Created a digital production facility in the White Avenue Annex Building

- Improved space utilization in Hodges Reference and Documents/Microforms areas to allow for workstations, printing, wireless access, and digital microform scanners

- Improved the technical infrastructure of the Hodges Library with upgraded network wiring, wireless connectivity, and new security gates in redesigned entrances

Collaborations

- Leader in the formation of the Tennessee Electronic Library (TEL), successfully lobbying for continuing state funding of this collection of electronic information available to all libraries in Tennessee

- Strengthened the collections and programs of the Center for Children’s and Young Adult Literature in collaboration with the School of Information Science, College of Education, College of Human Ecology

- In collaboration with the University of Kentucky and Vanderbilt University, created a mechanism (IRIS) to facilitate interlibrary loan among partner libraries; the IRIS program serves as a model for the entire Southeast

- Expanded interlibrary loan innovations to the Association of Southeastern Research Libraries (ASERL), creating an extensive regional network of collaborating partners (KUDZU)
- Provided leadership for UT system-wide collaboration and began "UT Libraries @ Large" webpage
- Provided TEL training for public, academic and school teachers and librarians
- Supported a "Writer in Residence" and hosted a lively series of prose and poetry readings jointly with the Department of English and the Knoxville Writers' Guild

Expertise

- Welcomed a new Dean of Libraries, Barbara Dewey, with a successful leadership transition following a productive interim year guided by Associate Dean Aubrey Mitchell
- Met the goal to recruit and hire at least nine professional librarians
- Recruited and retained skilled staff by increasing student hourly pay rates and utilizing the technical pay scale for all eligible library positions

Grants

- "Digital Library Center," UT Initiative to Improve Teaching, Research and Service, Digital Library Committee, James Lloyd & William Britten, \$431,500 (2001-2005)
- Preservation Environmental Monitoring Field Trial, NEH, Preservation and Access, Mary Ellen Weber (2001)

- "Southeastern Native American Documents, 1763-1842," Institute for Museum and Library Services, Robert Henneberger & James Lloyd, \$82,956 (1999); \$98,823 (2000)
- "Southern Appalachian Assessment Metadata," Federal Geospatial Data Committee, James Lloyd & James Minton, \$4,000 (2000)
- "Tennessee Newspaper Project," NEH, James Lloyd, \$47,000 (1993); \$250,000 (1995); \$280,000; (1997) \$300,000 (2000)
- "Great Smoky Mountains Regional Bibliography," Anne Bridges, Russ Clement, & Ken Wise, UT Professional Development for Faculty Research Award (1998-1999)

- "Desegregation in Louisiana Libraries," SARIF Small Grant Fund, Steven Harris (2000)

Successfully pursued grants to explore teaching with technology:

- "Using Music Journal Databases," Margaret Kaus (2001)
- "UT Libraries Web of Science Tutorial," Gayle Baker and Teresa Berry (2000)
- "MLA and APA Basics," Thura Mack (2000)
- "Facts, Figures, and Statistics," Jane Row, Linda Sammataro, and Marie Garrett (2000)
- "Images of Jesus in Western Culture," Tamara Miller and David Dungan (1998-99)

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