Miami University Libraries

Creating Moments That Connect and Transform: Strategies to Support The Miami 2020 Plan
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Introduction

Since the inception of Miami University, our Libraries have played a leading role in helping our undergraduate and graduate students find academic, professional, and personal success. From the earliest collections provided by donors who believed in the creation of a brand new educational enterprise to our current donors who provide time, talent, and financial resources to ensure that our collections, services, and facilities remain relevant to a new generation of learners, University Libraries are critical components to the success of Miami’s residentially focused, undergraduate experience and our outstanding graduate programs.

Today the library system, alongside the colleges we support, is confronted with a rapidly shifting landscape. A migration of our collections from the traditional print format to new digital formats is happening at an ever-increasing pace, while publishers continue to raise the costs associated with these digitized collections faster than the pace of inflation.

For our students, many of whom have been born into this new digital era, they find themselves lacking the basic quantitative, information, and critical literacy skills required to validate the information they find online. And many of them can be challenged by the process of synthesizing various streams of information into a cohesive whole within their chosen discipline of study, as well as, across multiple areas of study.

Interdisciplinarity, however, is a critical component for innovation and discovery. Throughout the history of Miami, the library has historically played a role in providing facilities and resources for supporting cutting-edge, cross-discipline inquiry. And our commitment to building, nurturing, and growing collaborative relationships and partnerships represents a hard-won point of pride for our staff. Yet, new financial and organizational pressures are on the horizon, which if left unaddressed, could overwhelm our current structure, processes, and service orientation and leave the University with a weakened library system, unable to fulfill more than basic service requests.

In the addendum to our 2000-2004 Strategic Planning Document, we highlighted some of these challenges, and find that they still apply today:

{{ “To advance its mission to support the University, the Libraries rely on the collaboration of the University -- fiscally, administratively, and pedagogically. In addition to challenges specifically facing the Libraries in implementing the strategies outlined above, there will also be a number of challenges that will require a partnering of the Libraries and the University at large. Working together to resolve these issues will ensure a strong foundation for the success of strategic initiatives not only in the Libraries, but also throughout the University.” }}
Miami University Libraries, however, remains undaunted by these challenges and, in fact, our staff is energized by the opportunities that they represent. We are: stewards of information, providers of technology-rich learning environments, and providers of learning services that foster discovery and providers of spaces where faculty and students can engage. This is best summarized with this quote from our Libraries Appointment, Rank, and Promotion System (LARPS) Manual for 2013-2014:

{{ “Miami University librarians are active participants in and contributors to the educational mission and goals of the University. They are dedicated to a leadership role in the collection, preservation, and delivery of all forms of recorded knowledge to a diverse University constituency. Librarians provide dynamic services by adding value to information as it is organized and made accessible and, through educational programs, teach students and faculty how to locate, evaluate, and utilize diverse information sources.” }}

The opportunity to participate in this process has given our entire organization the chance to suggest: areas where improvement to our services will make us stronger; areas where new programs or processes will allow us to be more agile in meeting the needs of the community we serve; and, recommendations where resources, collections, or services could be scaled back to free critical financial resources to take implement the improvements or additions.

We have endeavored to connect our own strategies, goals, and aspirations with the broader goals and objectives articulated in The Miami 2020 Plan documentation and we are pleased to submit this document for the University’s review and suggestions.
Our Mission

In the late 1980’s, many libraries were just beginning to appreciate and understand the disruptive changes that were about to engulf their operations. This is reflected in a much simpler mission statement, as captured in our Governance Statement:

{{ The University Libraries exist to support the teaching, research, and service functions of Miami University by acquiring, organizing, preserving, and interpreting information sources. }}

Two decades of rapid changes created the need to redefine our mission to reflect our new operating environment, which was technologically driven like none before it, as our 2007 Miami University Libraries Academic Program Review: Instruction Program – Self-Study shows:

{{ The mission of Miami University Libraries is to serve the information needs of Miami’s students, faculty, and staff. The University Libraries plays an integral supporting role in all curricular issues and fully support the implementation of the Miami Plan for Liberal Education. In order to provide the greatest possible access to these materials, the staff of the Miami University Libraries provides high quality services that are designed to facilitate the identification, location, delivery, and use of recorded knowledge. The staff designs and implements instructional programs which help users to meet the challenges of the future by educating them in the most effective use of information sources and technologies. }}

Today Miami University Libraries aspires to serve the Miami University community by seamlessly weaving its resources, expertise, and physical and virtual points of service into the fabric of campus life. To achieve this mission, we have articulated three broad pillars that underpin the themes, strategies, and action plans provided in detail later in this document. These pillars are:

The Library as Laboratory
Embracing our legacy as stewards of a deep and rich collection of materials, both physical and digital, we will provide our students and faculty with a library system that will serve as their laboratory for discovery and scholarship.

Workbench to Workforce
Building upon our expertise as information professionals, we will collaborate with students and faculty to push the boundaries of what is known and provide pathways for extending those innovations into the global workplace.

A Space Between the Spaces
By leveraging the locations of our facilities and technological capabilities, we will design, build, and support physical and virtual spaces that nurture and encourage collaboration between the disciplines and will allow our staff to utilize best in class solutions to enable experimentation and moments of serendipity.
Our Vision

We envision a Miami University Libraries system that:

• Is a key part of the university experience, enriching the intellectual and cultural life of the campus and the community.

• Anticipates, meets, and exceeds the needs and expectations of our diverse clients by offering a dynamic collection of resources and expert services.

• Offers emerging information technologies with a human touch, preserving the past while embracing the future.

• Recruits, develops, and retains an exceptional staff by encouraging, recognizing, and rewarding excellent service.

• Acts quickly to respond to new opportunities and challenges, partnering with campus and external partners where possible to provide the best possible service and resources.

• Serves as a benchmark institution for peer academic libraries.
Our Values

The staff of the Miami University Libraries is dedicated to providing quality library and information services to the Miami University community. In providing these services, we value:

• The intellectual freedom to pursue information and knowledge without censorship or reprisal.

• Equal and open access to information for all members of the Miami University community.

• Respectful communication with our clients, regardless of their location, background or experience, through individual attention, active listening and unbiased, efficient assistance.

• Sharing our expertise through formal and informal instruction, with both individuals and groups.

• Exceeding the expectations of our clients.

• A current and balanced array of diverse information sources in a variety of formats.

• Offering state-of-the-art equipment and services.

• The diversity of our clients and our own staff.

• Creating a welcoming environment for our clients and colleagues.

As colleagues we value:

• Innovation and continual improvement.

• A flexible, well-managed organization.

• Responsible stewardship of the financial resources entrusted to us.

• Honest, open, accurate, and timely internal and external communication.

• The contribution each individual can make to the organization.

• Mutual courtesy and respect regardless of position or assignment.

• An environment characterized by cooperation, a strong work ethic, mutual recognition, meaningful rewards, collaboration, and teamwork.

• Well-designed, ergonomic workspaces and facilities.
Our Goals – Eight Themes to Provide Direction

The leadership team of the Miami University Libraries has developed a total of eight broad themes, which were compiled from The Miami 2020 Plan related work of our staff. Designed to work as a cohesive whole these eight themes are focused on creating and maintaining a library system that will meet the stated mission of the University to:

“provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs.”

Built with an eye toward supporting the achievement of the metrics articulated within the The Miami 2020 Plan initiative, the first five of our themes are operational themes. Goals articulated within the operational themes serve as the building blocks for our system and facilitate the attainment of our core theme goals. These themes include:

- Stabilizing Existing Funding and Generating New Revenue Sources
- Developing Organizational Agility and Flexibility
- Recruiting, Retaining, and Developing a Diverse Staff
- Enhancing and Maintaining Functional Spaces
- Increasing Visibility and Building Awareness

Our core themes are our second set of themes. Goals contained in our core themes are those that have explicit and meaningful connections to the goals articulated by the University through its mission statement, the Miami Plan for Liberal Education, and The Miami 2020 Plan. The core themes are:

- Integrating the Library into Teaching and Learning
- Supporting Excellence in Scholarship and Research
- Providing Client-Driven, Results-Oriented Collections and Services
Theme 1 – Stabilizing Existing Funding and Generating New Revenue Sources

Miami University Libraries Theme Summary

The University Libraries will endeavor to stabilize its existing funding sources, generate new revenue sources through an aggressive development program, strong submittals to available grant opportunities, active participation in grant submissions from the academic colleges and departments, and the pursuit of state and federal appropriations, including capital budget requests, as appropriate. The Libraries will also endeavor to develop transparent and responsive budgeting processes that are in alignment with RCM, lean, and six-sigma principles.

In Support of The Miami 2020 Plan

Unifying Goal: Learning and Discovery – Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.

Objective 4: Offer flexible pathways to and through the university, including interdisciplinary, e-learning, and multiple degree options, to help students achieve timely and cost-effective completion.

Foundation Goal 1: Transformation Work Environment

Objective 2: Recognize and reward Miami employees for increasing effectiveness and productivity by utilizing their expertise, creativity, and collaboration to constantly improve accountability, productivity, and efficient utilization of resources.

Objective 4: Minimize tuition increases through a transparent, strategic financial and budgetary system that incentivizes new revenue streams, reallocates resources, and promotes team-oriented solutions to fiscal challenges.

Foundation Goal 3: Effective Partnerships and Outreach

Objective 2: Increase lifelong learning opportunities, engagement, and giving from alumni, partners, and friends.

Objective 3: Grow Miami’s sponsored research, grants, intellectual property, internships, and co-curricular learning opportunities by helping corporate, governmental, and non-profit entities thrive through solutions-oriented partnerships.

Implementation Strategies and Objectives
Strategy IA: Implement a Development Program

Theme 1 – Stabilizing Existing Funding and Generating New Revenue Sources

The University Libraries will endeavor to identify, cultivate, solicit, and steward a deep portfolio of donors to, and champions of, the library system, our goals, programs, services, and projects, in coordination with the University’s Advancement Services division, the Office of Alumni Affairs, and the Office of Development.

1. Continue to build and strengthen the newly created connections between the University Libraries and the offices and departments within the Advancement Services division.

2. Complete the writing and implementation of a University Libraries Strategic Development Plan that includes specific annual giving and prospect contact targets.

3. Design and implement specific communication plans to re-establish communications with major gift donors as well as annual giving prospects.

4. Develop a plan to identify and monitor for the trigger(s) for hiring a dedicated, internal development officer for the University Libraries, consistent with similar positions in the academic colleges and schools.

5. Identify new, multifaceted bases of annual giving prospects to build unrestricted funds for use in support of University Library programs and initiatives.

6. Design and build processes and systems that align with the expectations and needs of campus development partners to support an aggressive development operation.

7. Develop and implement a system for tracking student employees, to include year(s) of service, areas assigned to, and special projects completed during their tenure, with a view towards maintaining a long-term, post-graduation relationship.
Strategy IB: Focus on Major, Transformative Gifts

Theme 1 – Stabilizing Existing Funding and Generating New Revenue Sources

The University Libraries will develop and implement a major gifts program to support and sustain longer-term, transformational, projects, programs, and initiatives.

1. Develop a program to establish endowed positions within the University Libraries tied to the long term needs of the University.

2. Develop a University Libraries Strategic Next Generation Fund where gifts to this fund will enable us to design, build, and operate a wide range of modern and sustainable study, teaching, and research spaces that encourage and foster innovative scholarship and discovery.

3. Develop a University Libraries Student Scholarship Fund where gifts to this fund will allow us to provide financial assistance to deserving student employees of the University Libraries.

Strategy IC: Build a Robust Grant Winning Capacity within the Libraries

Theme 1 – Stabilizing Existing Funding and Generating New Revenue Sources

The University Libraries will identify, explore, and apply for grants as a primary funding recipient and will work with appropriate on campus offices to ensure inclusion in grant submittals made by other departments, units, and divisions to secure funding to support library collections, services, and personnel that will be necessary in order to complete the work of the grant.

1. Develop and implement a program to train library staff on grant writing and integrate the services of these staff members with the campus' grant programs to provide support for all grant writing activities.

2. Develop and implement a strategic grant plan to secure external resources from entities that support and fund library specific programs and initiatives; this may include:
   
   • The Institute of Museum and Library Services (Federal).
   • The Andrew W. Mellon Foundation.
   • The National Endowment for the Humanities.
   • The National Endowment for the Arts.

3. Develop and implement processes that allow for the seamless integration of library system material, collection, and personnel needs into the appropriate sections of non-library grants across campus.
Strategy ID: Leverage State and Federal Appropriations

Theme 1 – Stabilizing Existing Funding and Generating New Revenue Sources

Seek appropriations from state and federal budget authorities. Be more aggressive in competing for capital budget allocations and requests either as a direct requestor or as a partner in well-aligned, mutually beneficial requests.

1. Develop a strategic capital requests plan, in consultation with the Office of the Provost, the President’s Office, the Office of Institutional Relations, members of the Council of Academic Deans and the Physical Facilities Department, that addresses the medium- and long-term capital needs of the library system and ensures their consideration when capital fund submission rankings are made.

2. Develop and implement a process to work with those units and committees within the university to identify opportunities where capital budget requests for constructing similar types of space can be consolidated into a single request and placed within the libraries, to increase the overall value of investments and extend efficiencies across multiple units.

3. Continue to develop and provide research support and information resources to assist units in preparing capital and appropriation requests, such as the offices of Institutional Research, Institutional Relations, and University Communications and Marketing.
Key Metrics By Which We Will Gauge Progress

- Percent increase in the number of donors participating in the University Libraries Annual Fund program (measured in gifts of $1 to $4,999), measured year over year.

- The number of major gifts received (a minimum of $5,000 per year for five consecutive years) to support transformational programs, projects, and initiatives, measured year over year.

- Percent increase in the number of grant applications submitted by the librarians and staff of the University Libraries to outside funding agencies, measured year over year.

- Percent increase in funding for programs and services provided by external grants won by the University Libraries outright, measured year over year.

- Percent increase in funding for programs and services in support of other units’ grant initiatives provided to the University Libraries, measured year over year.

- The number of capital projects and/or state or federal appropriation projects submitted that are either fully sponsored by the University Libraries or include the University Libraries in a significant and meaningful way, measured year over year.

- Successful implementation of systems and processes to capture, manage, and report on data related to development activities on a system-wide basis.
Miami University Libraries Theme Summary

The University Libraries will aim to maximize its ability to meet the research and learning needs of members of the University community by adapting to the increasingly global, digital, and distributed information landscape. Simultaneously, the Libraries will assess, develop, and implement appropriate governance structures to facilitate the ability to rapidly respond to continuously changing operational environments.

In Support of The Miami 2020 Plan

Unifying Goal: Learning and Discovery – Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.

Objective 4: Offer flexible pathways to and through the university, including interdisciplinary, e-learning, and multiple degree options, to help students achieve timely and cost-effective completion.

Foundation Goal 1: Transformational Work Environment

Objective 1: Promote a work environment built upon continuous improvement and evaluation that empowers employees through ongoing professional development and career growth opportunities.

Objective 2: Recognize and reward Miami employees for increasing effectiveness and productivity by utilizing their expertise, creativity, and collaboration to constantly improve accountability, productivity, and efficient utilization of resources.

Objective 3: Implement flexible and accountable governance structures that increase the university’s responsiveness and ability to make timely decisions.

Objective 4: Minimize tuition increases through a transparent, strategic financial and budgetary system that incentivizes new revenue streams, reallocates resources, and promotes team-oriented solutions to fiscal challenges.

Foundation Goal 3: Effective Partnerships and Outreach

Objective 3: Grow Miami’s sponsored research, grants, intellectual property, internships, and co-curricular learning opportunities by helping corporate, governmental, and non-profit entities thrive through solutions-oriented partnerships.
Implementation Strategies and Objectives

Strategy 2A: Develop Advanced Analytic and Information Systems

Theme 2 – Developing Organizational Agility and Flexibility

The University Libraries will develop and implement a modernized and responsive business operations analytics system in order to manage the complexity of what we are trying to accomplish and measure our progress, in partnership with academic units such as the Statistics Department, the Department of Information Systems and Analytics, as well as, the Office of Enrollment Management, the Provost’s Office of Budget and Operations, and the Finance and Business Services division.

1. Design, build, and implement a robust digital analytical infrastructure to interconnect multiple University and University Libraries information systems to provide real-time information on current operations.

2. Develop and implement a robust modeling system with the capacity to forecast the impact of decisions related to modifying, adding, or discontinuing services, programs, or resources.

3. Integrate technology on a system-wide basis into all aspects of library operations in ways that enhance sharing, connectivity, and an improved user-experience.

Strategy 2B: Improve Our Acquisition Strategies and Processes

Theme 2 – Developing Organizational Agility and Flexibility

The University Libraries collections are critical to the short- and long-term success of the University's implementation of The Miami 2020 Plan and The Miami Plan for Liberal Education; as such, the Libraries will endeavor to develop and implement policies and procedures to ensure the health, sustainability, and accessibility of our collections for students, faculty, staff, and other affiliated patrons.

1. Develop and implement procurement processes and procedures that enable the University Libraries to build and maintain world-class collections in support of Miami students and faculty.

2. As funding permits, continue the process of retiring legacy print collections by completing the migration to digital in order to efficiently provide for their long-term preservation and free physical spaces for new University initiatives within the library system.

3. Manage online subscriptions to ensure alignment with University academic and research priorities and enhance access to digital resources on local, state-wide, national, and global scales.
Strategy 2C: Refresh Our Governance Structures

Theme 2 – Developing Organizational Agility and Flexibility

In order to secure the Libraries long-term position as a leader in the provision of expertise, collections, and services to the University’s community of scholars, researchers, and learners, we will develop and implement adaptable, sustainable, and best-in-class governance frameworks for managing the resources and talent of the library system.

1. The University Libraries will revise our mission, vision, and values statements to ensure they are consistent with the goals and objectives of the University’s values, vision, and mission as well as the Miami 2020 Plan and related initiatives.

2. The University Libraries will author and ratify a new Governance Statement to replace the current version from 1978 (with editorial revisions in 1989) and bring it into alignment with the current Libraries Appointment, Rank, and Promotion System [LARPS] (last updated for 2013-2014) as well as the Libraries’ revised mission, vision, and values statements.

3. The University Libraries will review the charters and charges of all functional teams, clusters, committees, task forces, working groups, and similar entities and realign them with the newly ratified Governance Statement.

4. The University Libraries will evaluate and affirm, rewrite, or discard internal policies and procedures to reduce complexity and increase efficiency and effectiveness, as well as, ensure compliance with MUPIM.

Strategy 2D: Develop and Implement A Robust Budgeting Model

Theme 2 – Developing Organizational Agility and Flexibility

The University Libraries will design and operationalize a budgeting model that will allow us to be strategic in reallocating resources to new opportunities as they present themselves, remain flexible to respond to changing economic realities, and be transparent in how it allocates limited financial resources to programs, projects, and units within the system.

1. Complete the development of revised and updated budget guidelines, policies, and processes to incorporate University standards and budget priorities and coordinate their implementation across the library system.

2. University Libraries will realign 1% of University provided funds to support new or successful, expanding academic programs and collaborations by retiring low priority programs, services, activities, or organizational structures.
3. University Libraries will proactively prepare for the annual return of 0.5% of University provided funds through gains in productivity and efficiency.

4. Develop and implement a planning process that allows the library system to identify and capture proposals for new programs, services, and resources that are inter- and/or multi-disciplinary in nature to be available use in internal budgeting and supplemental allocation processes.

**Strategy 2E: Provide Supplemental Support for Research and Scholarship**

*Theme 2 – Developing Organizational Agility and Flexibility*

The University Libraries, in partnership with the Office for the Advancement of Research and Scholarship and the colleges and schools, will develop and implement complementary funding mechanisms to support the research and scholarship efforts of our students, faculty, and staff and will provide support for the collection, distribution, and preservation of the work produced for future scholarly endeavors.

1. Design and implement an internal financial award program for staff of the University Libraries to support the development of innovative pilot programs that support research, scholarship, and instruction.

2. Design and implement internal, competitive grant programs in support of undergraduate and graduate student research to supplement and complement existing academic department sponsored programs.

3. Design and implement internal, competitive grant programs in support of faculty scholarship, research, and instruction to supplement and complement existing academic department sponsored programs.

**Key Metrics By Which We Will Gauge Progress**

- Percent increase in the amount of our collection that has been migrated to digitally accessible formats, measured year over year.

- Percent increase in patron usage statistics for digitally accessible materials, measured year over year.

- Percent change in the collection profile of digital materials provided in support of academic programs and research initiatives, measured year over year.

- Percent change in materials acquired for primary source collections in support of, and alignment with, humanities and arts disciplines scholarship and research needs, measured year over year.
• Percent change in budget allocations by retiring low priority programs, services, activities, or organizational structures to lines in support of new or successful, expanding academic programs and collaborations, to meet or exceed the University's annual 1% target.

• Percent change in budget allocations by increasing and capturing organizational efficiencies, to meet the University's annual 0.5% target.

• Percent increase in the amount of funds provided by the University toward the operating budget of the Libraries in recognition of improved or enhanced services or programs.

• Percent increase in the number of library system staff who qualifies for consideration of financial awards for their efforts to develop innovative programs and services in support of research, scholarship, and instruction, measured year over year.

• Percent increase in the amount of funds raised by the University Libraries through development efforts to support internal, supplemental grant awards for undergraduate and graduate student, as well as, faculty research efforts.

• Percent increase in the number of undergraduate and graduate students (measured individual and in aggregate), who submit applications for internal funding for research support to the Libraries, measured year over year.

• Percent increase in the number of faculty members who submit applications for internal funding for research support to the Libraries, measured year over year.

• Successful implementation of a new Governance Statement, a new vision, mission, and values statement, new policy and procedure guidelines, and new charters for all committees, clusters, and similar entities.

• Successful implementation of systems and processes to capture, manage, analyze, and report on data related to spending, forecasting, and budgeting activities on a system-wide basis.
Theme 3 – Recruiting, Retaining, and Developing a Diverse Staff

Miami University Libraries Theme Summary

The University Libraries will implement and maintain an organizational structure that values and rewards a talented, motivated, entrepreneurial, and empowered workforce. Library human resources policies and procedures will be aligned with the University’s goals to attract, recruit, and retain a vibrant team that reflects the diversity and values of the University community to effectively provide a variety of services to meet the needs of our constituents.

In Support of The Miami 2020 Plan

Unifying Goal: Learning and Discovery – Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.

Foundation Goal 1: Transformational Work Environment

Objective 1: Promote a work environment built upon continuous improvement and evaluation that empowers employees through ongoing professional development and career growth opportunities.

Objective 2: Recognize and reward Miami employees for increasing effectiveness and productivity by utilizing their expertise, creativity, and collaboration to constantly improve accountability, productivity, and efficient utilization of resources.

Objective 3: Implement flexible and accountable governance structures that increase the university’s responsiveness and ability to make timely decisions.

Foundation Goal 2: Inclusive Culture and Global Engagement

Objective 1: Attract and retain a diverse community of students, faculty, staff, and administrators.

Objective 2: Create an environment where our people live, learn, and work cooperatively with those of widely varied backgrounds, beliefs, abilities, and lifestyles, moving beyond boundaries to welcome, seek, and understand diverse peoples and perspectives.

Foundation Goal 3: Effective Partnerships and Outreach

Objective 4: Advance Ohio’s economic development and prosperity by providing talent and expertise that helps shape policy and improves quality of life.
Implementation Strategies and Objectives

Strategy 3A: Calibrate the University Libraries for Success
Theme 3 – Recruiting, Retaining, and Developing a Diverse Staff
The University Libraries, in consultation with University Human Resources and Academic Personnel (and/or external organizational development experts), will develop and implement appropriate organizational structures to support an agile, innovative, entrepreneurially oriented operation.

1. Review and update as necessary, the organization charts for all areas of the system.

2. Complete a system-wide job-sculpting program for all library positions.

3. As needed, redeploy existing employees into new or re-sculpted positions and provide relevant re-training opportunities.

Strategy 3B: Hire a Diverse, Talented, and Passionate Staff
Theme 3 – Recruiting, Retaining, and Developing a Diverse Staff
The University Libraries, in partnership with Human Resources and Academic Personnel, will evaluate the existing recruitment and hiring processes and will implement improvements to these processes with a directed focus on hiring a diverse, talented, passionate, and qualified staff.

1. Review and update current recruitment and hiring processes system-wide ensuring that candidate pools for open positions are as diverse as possible.

2. Review current new hire orientation programs and processes, and if needed, develop an operational plan to create, improve, or replace programs that are no longer meeting their objectives.

3. Review current new hire orientation programs and processes to ensure that relevant cultural components are incorporated therein.

Strategy 3C: Ensure the Development and Retention of Expertise
Theme 3 – Recruiting, Retaining, and Developing a Diverse Staff
The University Libraries, in partnership with Human Resources and Academic Personnel, will evaluate and update its existing talent management and recognition programs to ensure the ongoing development and retention of expertise and talent on a system-wide basis.

1. Develop and implement a program for interested library classified and unclassified staff to support their educational and professional development goals.
2. Review current professional development and career-path programs for librarians (LARPS eligible) and, if needed, develop an operational plan to create, improve, or replace programs that are no longer meeting their objectives.

3. Develop and implement programs and policies that will serve to support and encourage our librarians’ professional development and activities globally.

4. Develop and implement a strengths-based talent management methodology to ensure the best deployment of staffing resources.

5. Utilize internal and external avenues to recognize and reward employees for increasing efficiency and productivity.

6. Utilize a portion of the merit salary pool, in a manner that is consistent with University policy, to recognize and reward exemplary performance related to the accomplishment of the Libraries’ and University’s goals.

Strategy 3D: Improve the Student Employment Experience

Theme 3 – Recruiting, Retaining, and Developing a Diverse Staff

The University Libraries, in coordination with Human Resources and Academic Personnel, will evaluate and redesign its student employment programs for both graduate and undergraduate students to ensure that staff talent within these two groups are utilized to their fullest potential.

1. Develop and implement programs that will provide student employees with a rich, value-added experience based on their chosen field of study; for example:

   • Employ students enrolled in relevant academic programs in the College of Engineering and Computing to apply for programming or system development positions with our administrative units such as Library Systems, Facility Services, or the Dean’s Office.

   • Employ students with interests in statistics, data modeling, and/or adaptive technology for open positions in the Center for Information Management, the Center for Digital Scholarship, or the Digital Den at the B.E.S.T. Library.

2. Create “virtual internships” with online and/or hybrid academic programs to provide learning and work experience for students enrolled in these electronic learning environments.
3. Design and implement a recognition program that encourages and rewards outstanding student employee performance that contributes to the development and delivery of re-engineered or new programs or services.

**Key Metrics By Which We Will Gauge Progress**

- Number of positions reviewed and realigned to meet the organizational needs of the library system.

- Percentage of personnel needs filled by realignment and retraining of existing staff, measured year over year.

- Number of staff participating in training programs tied to job sculpting realignments.

- Assessment of all searches and the percentage that have complete adherence to hiring practices.

- Evaluation results from new hire post on-boarding surveys indicating a high degree of satisfaction in orientation activities and support.

- Percent increase in staff engaging in leadership training opportunities, measured year over year.

- Percentage of librarians and staff participating in local, regional, national, and international conferences and professional activities, measured year over year.

- Change in the percentage of the merit salary pool used, and PRIDE Awards received, to recognize and reward exemplary performance, measured year over year.

- Change in the number of students hired into available roles with direct ties to their academic or future career goals, as well as change in the number of positions available to students that would tie to academic or career goals, compared year over year.

- Percentage of employees completing the Strengths Finder program and percentage of supervisors completing the Strengths Finder coaching program, measured year over year.

- Number of virtual internships created, number of applications received, and percent change in both metrics, compared year over year.

- Number of teams, committees, task forces, and similar organizational structures formed using the strengths and skill-based selection.
• Percentage of student employees eligible to participate in a recognition program for excellent service, measured year over year.

• Team and cluster evaluations and reports demonstrating enhanced process and workflow outcomes.
Theme 4 – Enhancing and Maintaining Functional Spaces

Miami University Libraries Theme Summary

The University Libraries will design, build, and maintain cutting-edge physical and virtual spaces that offer and enhance opportunities for intra-curricular (classroom instruction, hands-on learning and leadership development) academic interactions while simultaneously amplifying the impact of these investments through robust internal and external partnerships. Further, we will work to make our spaces welcoming to the University’s diverse population of students, faculty, and staff.

In Support of The Miami 2020 Plan

Unifying Goal: Learning and Discovery – Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.

Objective 1: Prepare students for success at Miami and beyond through a liberal and applied education emphasizing inquiry-based experiential learning that integrates many disciplines.

Objective 2: Immerse faculty, undergraduate, and graduate students in research and creative scholarship that forms a vital part of the learning experience.

Objective 3: Engage students with substantive co-curricular and internship opportunities that augment their learning and establish a strong foundation for lifelong success, growth, and adaptability.

Foundation Goal 1: Transformational Work Environment

Objective 2: Recognize and reward Miami employees for increasing effectiveness and productivity by utilizing their expertise, creativity, and collaboration to constantly improve accountability, productivity, and efficient utilization of resources.

Foundation Goal 2: Inclusive Culture and Global Engagement

Objective 1: Attract and retain a diverse community of students, faculty, staff, and administrators.

Objective 2: Create an environment where our people live, learn, and work cooperatively with those of widely varied backgrounds, beliefs, abilities, and lifestyles, moving beyond boundaries to welcome, seek, and understand diverse peoples and perspectives.
Implementation Strategies and Objectives

Strategy 4A: Develop New, Cutting-Edge Facilities for Learning and Research

Theme 4 – Enhancing and Maintaining Functional Spaces

Working in tandem with other partnership-oriented units at Miami, reposition the library as the primary informal instructional space on campus and create new learning and research environments that seek to maximize creativity, collaboration, and problem-solving skill development.

1. Laws Hall (B.E.S.T. Library)
   a. Complete the planning to create a world-class presentation space to prepare our students and faculty that allows them to prepare for delivering research results, scholarly presentations, and cultural events on a global scale.

   b. Complete the planning of a next-generation library space that will feature the integration of our “digital plane” concept with previous work on the University's proposed Innovation Quad to deliver a highly interactive, flexible, and sustainable makerspace / studio that supports inter- and multi-disciplinary research, inquiry, and instruction.

   c. Initiate planning to design open and adaptable instructional, meeting, and office spaces for the 3rd floor of Laws Hall in partnership with appropriate Academic Affairs units.

2. Creative Arts Library
   a. Complete the study and planning for the possibility of a combined music and art and architecture library into a single, multi-faceted Creative Arts Library.

   b. Design and optimize a virtual and physical environment for the College of Creative Arts that spurs innovation, nurtures curiosity, and inspires creativity.

3. King Library
   a. Complete the planning and phased implementation of the new office, instruction, presentation, and meeting spaces for the Office of Research for Undergraduates.

   b. Complete the planning and implementation of a redesigned reference and information hub that reflects the shift to an engagement based model with students and faculty.

   c. Design and implement a new model for circulation and access services that allows for more intimate and meaningful interactions with patrons.
d. Complete the planning for the next generation of the Center for Information Management [CIM] and incorporate those plans into the Libraries’ master facility planning processes to ensure adequate space and infrastructure are provided.

e. Evaluate the existing use of the Game Lab, which is a partnership with the Armstrong Interactive Media Studies program, to ensure adequate space and infrastructure are being provided.

f. Evaluate the existing use of space in the Instructional Materials Center [IMC] and develop a proposal to add additional, digitally oriented work spaces to support existing, redesigned, and new programs in the College of Education, Health, and Society.

g. Evaluate the existing use of space for the Government Information section of the library to ensure that the collection of primary source materials, including our participation in depository library programs (such as the U.S. Government and the United Nations), are aligned with the evolving needs of the colleges and academic programs at Miami.

Strategy 4B: Protect Our Collections and Their Accessibility

Theme 4 – Enhancing and Maintaining Functional Spaces

Transform those facilities that support disciplines in the humanities and arts into destination showplaces that enhance research, support knowledge production, and offer a mixture of spaces, services, tools, technologies, and expertise for diverse learning and discovery needs.

1. Develop and implement an operational plan to address the return of the remaining space held by University Libraries in Hughes Hall to University and the need for access-limited, on-site storage of collections.

2. Develop and implement an operational plan to address the displacement of the University Archives from Withrow Court on a timeline as directed by the Physical Facilities Department.

3. Develop and implement a plan for the consolidation of our Western College Archives and Miami University Archives operations to better align our limited resources.
4. Commission a taskforce to explore the possibility of co-locating our Special Collections, University Archives, and Western Archives into a single, primary sources resource center that would showcase our investments in primary sources and simplify access for our humanities scholars while maintaining the unique character and mission of each of these operating units.

**Strategy 4C: Analyze Our Needs and Develop a Master Facilities Plan**

*Theme 4 – Enhancing and Maintaining Functional Spaces*

Reimagine and enhance our physical facilities through stronger analysis of patron needs and strategic planning with increased attention to collection management, sustainability, maintenance, preservation, and technology infrastructure needs.

1. Analyze collection usage by students, faculty, and staff to determine relevance, importance, and immediacy of need.

2. Analyze actual technology usage and forecast trends, including the accelerating trend toward Bring Your Own (Multitude of Networked) Devices, to determine data, power, and related infrastructure needs across the library system.

3. Working with relevant on-campus partners, such as the Space Utilization Group and the Physical Facilities Department, identify space needs from the broader campus community that could be met by co-locating facilities within the library.

4. Develop an operational plan to expand the amount of available instructional space within the library system while continuing to balance individual and group study space needs in order to accommodate a variety of patron needs.

5. Develop and implement a strategic facilities master plan based on revised collection development strategies and updated patron needs assessment data that supports our strategic goals.

6. Develop and implement an operational plan to address the short and long term deferred maintenance queues for existing library facilities that will remain in use through 2020.
Key Metrics By Which We Will Gauge Progress

- Planning documents completed and approved for the creation of presentation space within Laws Hall.

- Planning documents completed and approved for the creation of a new, interactive, innovation space (makerspace / studio) in Laws Hall.

- Planning documents completed and approved for the creation of new open and adaptable instruction and workspaces in Laws Hall.

- Study documents completed and submitted for the creation of a unified Creative Arts Library.

- Completion of the renovation and tenant acceptance of the new work and instructional spaces for the Office of Research for Undergraduates in King Library.

- Planning documents completed and approved for new reference and information hub in King Library.

- Planning documents completed and approved for new circulation and access services area in King Library.

- Study documents completed and submitted for the next iteration of the Center for Information Management.

- Study documents completed and submitted for the next iteration of the Game Lab facility in King Library.

- Study documents completed and submitted for the next iteration of the Instructional Materials Center in King Library.

- Study documents completed and submitted for the next steps related to our Government Information section of King Library.

- Planning documents completed and approved for the next phase(s) of the consolidation and implementation of a joint Western College Archive and Miami University Archives, to possibly include Special Collections.
Theme 5 – Increasing Visibility and Building Awareness

Miami University Libraries Theme Summary

The University Libraries will develop and execute a comprehensive and integrated marketing-communications program that will utilize the principles of mass-customization to produce highly targeted campaigns for specific constituent groups to build awareness of library services and resources, as well as opportunities to connect with, and donate to, the library system, using relevant channels.

In Support of The Miami 2020 Plan

Unifying Goal: Learning and Discovery – Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.

Foundational Goal 1: Transformational Work Environment

Objective 3: Implement flexible and accountable governance structures that increase the university’s responsiveness and ability to make timely decisions.

Foundational Goal 2: Inclusive Culture and Global Engagement

Objective 4: Expand, virtually and physically, Miami’s global involvement.

Foundation Goal 3: Effective Partnerships and Outreach

Objective 1: Partner with educational and other public- and private-sector institutions to co-design academic and outreach programs that enhance access to and support of quality higher education.

Objective 2: Increase lifelong learning opportunities, engagement, and giving from alumni, partners, and friends.

Objective 3: Grow Miami’s sponsored research, grants, intellectual property, internships, and co-curricular learning opportunities by helping corporate, governmental, and non-profit entities thrive through solutions-oriented partnerships.

Objective 4: Advance Ohio’s economic development and prosperity by providing talent and expertise that helps shape policy and improves quality of life.
Implementation Strategies and Objectives

Strategy 5A: Create a Consistent Identity and Message

Theme 5 – Increasing Visibility and Building Awareness

The University Libraries will develop and implement a single brand identity and message through the use of consistent language elements and visual queues across all of its services and programs, while incorporating and adhering to University Communications and Marketing standards, guidelines, and articulated best practices.

1. Conduct marketing surveys and analyze results to understand the needs of our core constituencies across all communication channels.

2. Develop and implement a strategic communications plan that promotes the University Libraries with a consistent message and a focused outreach strategy.

3. Review, update, and continue the implementation of a University Libraries specific social media strategic plan.

4. Audit the University Libraries’ current website / Internet strategic plan and develop a project plan for updating the current site to incorporate both research and analysis of end-user needs as well as the web-design strategy advanced by University Communications and Marketing.

5. Develop and implement a comprehensive internal communication plan, to include, but not limited to:
   - Intranet site(s) and social media channels.
   - Leadership communications and employee newsletters.
   - Policy and procedure guides.

6. Develop and implement resources for use by employees of the University Libraries in individual marketing and communication efforts, to include: templates, style and brand guidelines, and a centralized electronic system for requesting promotion and marketing assistance.
Strategy 5B: Generate Awareness on the Yard

Theme 5 – Increasing Visibility and Building Awareness

As the University Libraries builds out customized services and niche collections in support of academic program needs, generating awareness of these resources across programs, departments, units, and divisions will be critical to ensuring that they are utilized in an efficient manner.

1. Develop and implement a marketing plan that will target specific user groups on campus with highly customized information about available resources, collections, programs, and services using the principles and technologies available under a mass customization framework.

2. Develop, implement, and maintain directories of resources, services, collections, and expertise to provide users with information on how and/or where to access them; includes, but is not limited to:
   - Finding Guides.
   - Lib Guides.
   - Expert Guides.
   - Resource Guides.

3. Design and implement a comprehensive advertising strategic plan for promoting events and programs offered by the University Libraries that are available to students, faculty, staff, and alumni, as well as, the general public.

Strategy 5C: Strengthening Our Community Profile

Theme 5 – Increasing Visibility and Building Awareness

As Miami University continues to expand its impact beyond our Oxford and regional campuses, the University Libraries will strategically position our own resources, services, collections, and personnel in ways that will support the University’s evolution into an organization with global reach.

1. Create and implement an expanded campus and community engagement plan that brings a broader and more diverse audience to University Libraries events, programs, and facilities, and develop and implement on-line programs, events, and services to increase the reach of our programs regardless of physical proximity.
3. Nurture and expand our relationship with the Office of Alumni Affairs to include programming for specific alumni events, such as Alumni Weekend, Winter College, and alumni educational tours; and develop pre-packaged programs for use by alumni chapters nationally as well as internationally.

4. Develop and implement a reimagined Friends of the University Libraries organization to foster opportunities for lifelong learning and cultivate deep and meaningful relationships to compliment our donor development efforts; automatically enroll new graduates into the Friends program for one year immediately following graduation.

Strategy 5D: Secure Visible Leadership Roles

Theme 5 – Increasing Visibility and Building Awareness

Miami University Libraries strives to be recognized as a premier, national leader among academic libraries in order to best meet the needs of the University community and will engage with professional societies and organizations through research, publishing, and presentations to showcase our efforts and secure this recognition.

1. Develop and implement policies and allocate funding to support active participation by our librarians and staff in a broad array of professional societies and organizations, including, but not limited to:
   - Leadership Roles.
   - Paper, Round-Table, and Poster Presentations.
   - Publishing in both peer-reviewed and practitioner-oriented publications.
   - Leveraging novel or innovative research in outreach with media affiliated with professional societies and organizations.

2. Develop and implement policies, and identify and allocate funds, to support students and faculty in presenting research and scholarship in appropriate physical and virtual venues that will add to and enhance our national leadership position as a library system.

3. Develop and implement an operational plan, along with appropriate funding, to identify, secure, and bring to campus, either in-person or virtually, administrators, scholars, practitioners, alumni, and others with relevant experience and/or skills that would enhance our national leadership position as a library system.
Key Metrics By Which We Will Gauge Progress

- Completed report with analysis of patron and constituent communication needs submitted and approved.
- Completed report with analysis of patron and constituent web services needs submitted and approved.
- Completed Strategic Communication Plan submitted and approved for implementation.
- Completed Strategic Social Media Communications Plan submitted and approved for implementation.
- Completed comprehensive Internal Communications Plan submitted and approved for implementation.
- Change in the percentage of employees reporting on semi-annual surveys awareness and usage of internal communications resources.
- Change in the percentage of employees reporting on semi-annual surveys awareness and usage of external marketing and communications tools.
- Change in the numbers of attendees to University Library functions, events, workshops, and programs that utilize external marketing and communication tools, measured year over year.
- Change in the numbers of users of University Libraries services, resources, and collections that are advertised using external marketing and communication tools, measured year over year.
- Percent increase in the number of new resource, expert, Lib, and finding guides produced and updated, measured year over year.
- Number of patrons using all available resource, expert, Lib, and finding guides, measured year over year.
- Number of programs produced in cooperation with Alumni Affairs, measured year over year.
- Number of non-alumni Friends of the University Libraries program enrollments and renewals, measured year over year.
- Number of alumni Friends of the University Libraries program renewals, measured year over year.
- Percent increase in annual media coverage for the University Libraries.
Theme 6 – Integrating the Library into Teaching and Learning

Miami University Libraries Theme Summary

The University Libraries will provide: access to collections, e-resources, physical instructional spaces, and professional expertise that supports curriculum across the full range of University disciplines; a broad array of information technologies that support discovery, critical analysis, and content creation; and student instruction that facilitates experiential learning.

In Support of The Miami 2020 Plan

Unifying Goal: Learning and Discovery – Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.

Objective 1: Prepare students for success at Miami and beyond through a liberal and applied education emphasizing inquiry-based experiential learning that integrates many disciplines.

Objective 2: Immerse faculty, undergraduate, and graduate students in research and creative scholarship that forms a vital part of the learning experience.

Objective 3: Engage students with substantive co-curricular and internship opportunities that augment their learning and establish a strong foundation for lifelong success, growth, and adaptability.

Objective 4: Offer flexible pathways to and through the university, including interdisciplinary, e-learning, and multiple degree options, to help students achieve timely and cost-effective completion.

Foundation Goal 2: Inclusive Culture and Global Engagement

Objective 2: Create an environment where our people live, learn, and work cooperatively with those of widely varied backgrounds, beliefs, abilities, and lifestyles, moving beyond boundaries to welcome, seek, and understand diverse peoples and perspectives.

Objective 3: Achieve cultural competency among members of the Miami community by immersing them in domestically and globally relevant learning experiences.

Objective 4: Expand, virtually and physically, Miami’s global involvement.
Foundation Goal 3: Effective Partnerships and Outreach

Objective 1: Partner with educational and other public- and private-sector institutions to co-design academic and outreach programs that enhance access to and support of quality higher education.

Objective 2: Increase lifelong learning opportunities, engagement, and giving from alumni, partners, and friends.

Implementation Strategies and Objectives

Strategy 6A: Embedding the Library’s Services and Expertise

Theme 6 – Integrating the Library into Teaching and Learning

The University Libraries will reposition our tools, resources, collections, and expertise so that they are embedded into the teaching, learning, and research enterprises of Miami University.

1. Design and implement an integrated instructional program and foster competencies in information literacy, quantitative literacy, critical thinking, problem-solving, collaboration, and communication skills.

2. Work with Academic Affairs to develop and implement a pilot program to allow Librarians to teach for-credit courses in subject areas related to the various literacies and/or subject areas related to specific collections in which a librarian has developed an area of unparalleled proficiency.

3. Focus our efforts on courses that involve research, projects, reports, and consultative and capstone experiences to embed our expertise into the process of writing, producing, and creating the deliverables by working with Enrollment Management to identify and target students in these types of courses.

4. Develop and implement a plan to strengthen and enhance our collaborative relationships with the learning community, study abroad, and “Miami Inside …” programs.

5. Develop and implement a plan to enhance the makerspaces and other interactive learning areas located throughout the University Libraries to be able to provide hands-on learning, informal seminars, and provide access to leading-edge technologies for students, faculty, staff, alumni, and other constituents.
Strategy 6B: Supporting Online Learning  
**Theme 6 – Integrating the Library into Teaching and Learning**

The University Libraries recognizes its unique role and abilities to provide robust support for the University’s rapidly evolving electronic and online learning programs (ELAC); to that end, University Libraries will develop and implement a variety of services and programs to cultivate state-of-the-art learners and explore ways to bring the residential experience to our online cohorts and enrich our communities’ intellectual pursuits.

1. Design and implement resources, services, programs, and virtual communities that advance online learning initiatives to support the increased global involvement of our students, faculty, and staff.

2. Review and secure, as needed, internationalized and/or multi-lingual functionality for all services, resources, and software provided by the University Libraries.

3. Develop remote access processes and implement needed online services to allow for access to professional librarian support on an international timetable.

4. Review and develop appropriate organizational structures to ensure adequate support for both online learners and the faculty who will be teaching them to include the reassignment of an appropriate librarian to coordinate eLearning related services for the library system.

5. Partner with the Office for Global Initiatives to ensure library resource provision is culturally sensitive and appropriate, and partner with other library and University units to develop and support programs that provide a variety of viewpoints.

Strategy 6C: Embracing and Supporting New Pedagogical Modalities  
**Theme 6 – Integrating the Library into Teaching and Learning**

Recognizing the growing pedagogical trends of flipping classroom instruction and inverting the delivery of information and instruction to students, the University Libraries will create and support flexible learning environments through adaptable spaces and customizable instruction services.

1. Develop and implement a program to train and develop faculty and instructor skills in the use of University Library services, resources, and collections in a flipped or inverted classroom model.

2. Evaluate and expand the role of the Center for Digital Scholarship in enhancing and extending the value and efficiencies associated with using blended, flipped, and/or inverted pedagogical methodologies by allowing them to provide appropriate services, resources, and programs to faculty, instructors, and staff.
3. Review currently provided services, resources, and programs across the systems to validate that minority, differently abled, and/or non-traditional student population needs are being met, identify unmet needs, and develop and implement a plan to meet them to ensure they find success in learner driven environments.

4. Develop and implement policies and procedures to support the capture, editing, storage, and rebroadcast of instructional sessions for use by faculty and instructional support staff.

**Key Metrics By Which We Will Gauge Progress**

- Completed and approved Integrated Instructional Program Plan.

- Completed and approved plan for the next iteration of the Center for Digital Scholarship.

- Completed and approved proposal for the use of Librarians in the delivery of for-credit courses on a pilot basis.

- Percent increase in the number of courses with research efforts, projects, reports, or consultative and capstone experiences with assignments that strongly incorporate and utilize library resources, services, or collections, measured term over term.

- Percent increase in the number of learning communities, study abroad programs, or “Miami Inside ...” programs that strongly incorporate and utilize library resources, services, or collections, measured term over term.

- Number of students using enhanced makerspaces and other interactive learning areas for hands-on learning, to attend informal seminars, or otherwise take advantage of leading edge technologies, compared term over term.

- Number of virtual communities created, and the number of students utilizing created communities, measured year over year.

- Percent increase in the number of programs, services, and materials provided in multi-lingual formats, measured year over year.

- Number of patrons utilizing professional librarian support via digitally mediated modes, compared year over year.

- Number of patrons reporting high levels of satisfaction on annual customer service surveys with services and materials being diverse, representative of multiple viewpoints, and culturally sensitive and relevant, compared year over year.
• Percent increase in the number of instructional interactions with faculty and students, measured term over term.

• Number of faculty trained in the use of University Library provided services and collections in non-traditional pedagogical methods (such as inverted or flipped classrooms or online environments), measured year over year.

• Number of patrons reporting high level of satisfaction on annual customer service surveys with services and materials being accessible to persons with disabilities, who are non-traditional students, and/or are from non-majority socio-economic backgrounds, measured year over year.
Theme 7 – Supporting Excellence in Scholarship and Research

Miami University Libraries Theme Summary

The Miami University Libraries will provide facilities and support for the evolving field of digital scholarship, promote and preserve the intellectual output and research assets of the University, promote the transformation of scholarly communication and open access publishing, and build and/or sustain access to quality research and scholarly resources of long term value.

In Support of The Miami 2020 Plan

Unifying Goal: Learning and Discovery – Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.

Objective 1: Prepare students for success at Miami and beyond through a liberal and applied education emphasizing inquiry-based experiential learning that integrates many disciplines.

Objective 2: Immerse faculty, undergraduate, and graduate students in research and creative scholarship that forms a vital part of the learning experience.

Objective 3: Engage students with substantive co-curricular and internship opportunities that augment their learning and establish a strong foundation for lifelong success, growth, and adaptability.

Foundation Goal 2: Inclusive Culture and Global Engagement

Objective 4: Expand, virtually and physically, Miami’s global involvement.

Foundation Goal 3: Effective Partnerships and Outreach

Objective 1: Partner with educational and other public- and private-sector institutions to co-design academic and outreach programs that enhance access to and support of quality higher education.

Objective 3: Grow Miami’s sponsored research, grants, intellectual property, internships, and co-curricular learning opportunities by helping corporate, governmental, and non-profit entities thrive through solutions-oriented partnerships.

Objective 4: Advance Ohio’s economic development and prosperity by providing talent and expertise that helps shape policy and improves quality of life.
Implementation Strategies and Objectives

Strategy 7A: Nurture and Grow Partnerships and Collaborations

Theme 7 – Supporting Excellence in Scholarship and Research

The University Libraries has a strong legacy of pioneering novel methods of collaborating and partnering with libraries, colleges, government agencies, and other materials and services consortiums, to extend our materials purchasing power, the availability of expertise, and on behalf of our patrons. We will position ourselves to become the preeminent choice for partnerships and collaborations that build on this history and seek new ways to provide the resources and services our students, faculty, and staff will need in a digital environment that transcends geographic boundaries.

1. Develop and implement policies and procedures for the creation, maintenance, and termination of Memorandums of Understanding (MOUs) between the University Libraries and other on campus units to ensure adequate funding, resource provision, and staffing during the term of the MOU; for example:
   - Office of Research for Undergraduates.

2. Develop and implement a plan to formalize partnership opportunities with projects such as the Four-Corners Initiative that enable us to explore ways to collectively leverage the monies expended by institutions of similar size and academic mission on electronic resources.

3. Continue the development and implementation of our e-science and e-research programs to leverage innovative technologies and collaborative partnerships that will advance exceptional scholarship, research, and discovery.

4. Develop and implement a plan to formalize partnership opportunities with projects such as OhioView, that allow us to participate in consortiums for the acquisition and sharing of strategic electronic data resources for use in geo-spatial, big-data, STEM-related, and data analytic research and teaching programs.

5. Develop processes for sponsoring, creating, managing, and promoting student involvement with the library system to support co-curricular learning and development; for example:
   - Sponsor an adaptive technologies and modeling student group.
   - Invite student membership onto clusters and committees to provide diversity in viewpoints and decision-making.
• Nurture and grow the newly created Dean's Student Advisory Council.

6. Review and enhance our strategic partnership as a founding member of the OhioLINK consortium to continue to extend the purchasing power of our materials budget and to provide access to a deep collection of materials that would otherwise be cost-prohibitive to provide on our own.

7. Develop and implement a plan in consultation with our partner institutions (Central State, UC, and Wright State) to review the Southwestern Ohio Regional Depository (SWORD) consortium to ensure that the needs of the university communities we support are being met and that continued participation is financially sustainable in the event of funding changes by, OhioLINK, the Ohio Board of Regents, and/or the State of Ohio.

Strategy 7B: Leadership in Scholarly Communication Efforts

Theme 7 – Supporting Excellence in Scholarship and Research

The University Libraries will aspire to a leadership role in scholarly communications and Open Access efforts to enhance the University’s research orientation for both faculty and students.

1. Develop and implement plans to expand Open Access activities in the areas of access to scholarship, data curation, and digital preservation.

2. Create an interdisciplinary Open Access journal to provide opportunities for student understanding of scholarship and publishing.

3. Develop and implement a Scholarly Communication / Open Access assistance center with Legal Affairs and other relevant campus partners to streamline and enhance the Open Access process.

4. Increase the commitment to Miami University’s Scholarly Commons initiative by:
   
   • Promoting the Scholarly Commons to faculty and students to offer open access to research done at Miami.
   
   • Building tailored/customized apps/interfaces that support research and creative scholarship.
   
   • Increase the adaptability, Americans with Disabilities Act (ADA) compliance, and effectiveness of the University Repository.
• Create a university-wide “go to” resource (website) for librarians, faculty, graduate and undergraduate students that explains scholarly communication and open access issues.

• Design and implement a faculty boot camp to introduce them to the changing landscape of scholarly communication issues.

• Move the Scholarly Commons to a more flexible, user friendly, and robust platform.

Strategy 7C: Enhance the Liaison Service Model

Theme 7 – Supporting Excellence in Scholarship and Research

The University Libraries will enhance and extend the core of expertise as information professionals we have built since our inception, and for which we are recognized, by delivering superior quality services and support to our students, faculty, and staff on a wide array of subject matters.

1. Review the current University Libraries liaison program for alignment with the goals and objectives found in the University’s version of The Miami 2020 Plan as well as the goals and objectives articulated by the other academic units and departments.

2. Develop and implement a plan to modify and/or enhance the liaison service model based on the analysis conducted to include, but not be limited to:

   • Revised organization structure(s).
   
   • Reassign or combine subject support areas.

3. Leverage the liaison program to position the library system as a campus leader for collaborative efforts that inspire creative exploration and encourage a diversity of thought and culture.

4. Develop and implement an enhanced outreach plan to support the research and learning needs of our graduate students population via the liaison program.

Key Metrics By Which We Will Gauge Progress

• Templates and process for Memorandums of Understanding (MOUs) with University Libraries completed and available for use by library employees.

• Percent increase in the collections and resources available via our e-science and e-research programs, measured year over year.
• Number of students participating in library sponsored co- and inter-curricular learning and development activities, measure year over year.

• Number of new partnerships created with colleges, universities, public and government libraries, and other entities with collections of value to our students and/or faculty, measured year over year.

• Percent change in the use of electronic collections offered through OhioLINK by patrons, measured term over term.

• Percent change in the use of electronic research collections offered through OhioView, measured year over year.

• Percent increase in the numbers of electronic resources available to students and faculty for scholarship and research as the result of increased participation in consortiums, measured year over year.

• Completed and approved plan for the expansion of Open Access activities in the areas of access to scholarship, data curation, and digital preservation.

• Creation and launch of an Open Access journal, measured by number of article submissions received and percent change therein, year over year.

• Number of faculty completing the boot camp on scholarly communication related issues, measured term over term.

• Percent change in the number of faculty applications to the boot camp on scholarly communication related issues, measured term over term.

• Number of unique site visitors, and percentage change therein, to an online Open Access informational portal, measured year over year.

• Completed and approved plan for the modification and/or enhancement of the liaison service model.

• Number of graduate students utilizing our liaison services, and the percentage change therein, measured term over term.

• Percent of patrons reporting an awareness of the liaison program, its services and benefits, measured on an annual customer service survey.
**Theme 8 – Providing Client-Driven, Results-Oriented Collections and Services**

**Miami University Libraries Theme Summary**

As advocates for, and experts in, access to information, the University Libraries will work to expand the horizons of understanding by providing: global access to collections and resources that offer a variety of differing perspectives; expert support that provides opportunities for a range of interdisciplinary encounters and engagement; and leverages cost-effective digitization options for our legacy print collections that move the library from a just-in-case ownership model to a just-in-time engagement model.

**In Support of The Miami 2020 Plan**

**Unifying Goal: Learning and Discovery** – Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.

Objective 1: Prepare students for success at Miami and beyond through a liberal and applied education emphasizing inquiry-based experiential learning that integrates many disciplines.

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Objective 4: Offer flexible pathways to and through the university, including interdisciplinary, e-learning, and multiple degree options, to help students achieve timely and cost-effective completion.

**Foundation Goal 1: Transformational Work Environment**

Objective 2: Recognize and reward Miami employees for increasing effectiveness and productivity by utilizing their expertise, creativity, and collaboration to constantly improve accountability, productivity, and efficient utilization of resources.

**Foundation Goal 2: Inclusive Culture and Global Engagement**

Objective 2: Create an environment where our people live, learn, and work cooperatively with those of widely varied backgrounds, beliefs, abilities, and lifestyles, moving beyond boundaries to welcome, seek, and understand diverse peoples and perspectives.

Objective 3: Achieve cultural competency among members of the Miami community by immersing them in domestically and globally relevant learning experiences.
**Implementation Strategies and Objectives**

**Strategy 8A: Manage the Shift from Physical to Digital Collections**

*Theme 8 – Providing Client-Driven, Results-Oriented Collections and Services*

As publishers continue to shift from physically printed volumes to making their content available in digital formats, and as legacy materials continue to be digitized and made available online, the University Libraries will take advantage of these trends by accelerating our migration plans from print to digital.

1. Develop and implement an acquisitions model that shifts the focus of collections from purchasing materials to curating digital content, such as e-books, electronic journals, databases, and datasets.

2. Develop and implement the policies and procedures necessary to move us from a model where we own materials “just-in-case” a patron needs them to a model where we deliver materials “just-in-time” based on a patron’s request or demand.

3. Access and align content development and management strategies with current and emerging research needs, emphasizing e-resources, and special collections.

4. As funding allows, continue to retire our legacy print collections by completing the migration to digital formats to efficiently provide for long-term preservation and improve accessibility on a local, regional, national, and global basis.

**Strategy 8B: Manage the Shift to an Engagement Based Model**

*Theme 8 – Providing Client-Driven, Results-Oriented Collections and Services*

As materials and collections move into the cloud, and access to the cloud becomes ubiquitous for students, faculty, and staff, the University Libraries will reposition itself to serve as the place where our patrons come not just to access our collections but to use our spaces, our services, and interact with our librarians and other information experts.

1. Develop and implement programs and services that will facilitate seamless access to robust and distinctive collections both online and in our physical facilities on-site.

2. Review and revise organizational structures to support and simplify the provision of an engagement-oriented model of service delivery, while heightening the customer centric orientation we have built our reputation on.
3. Develop and implement a strategic technology plan that ensures reliable and abundant network and computing resources throughout our physical facilities and an infrastructure that is robust enough to handle a globalized online instructional program.

Strategy 8C: Working to Improve the Quality of Incoming Students

Theme 8 – Providing Client-Driven, Results-Oriented Collections and Services

The University Libraries has a key role to play in ensuring that those students who choose to attend Miami are positioned for success regardless of their background and will develop and implement programs to provide support for their preparation, transition, and progress toward graduation in alignment with the University’s stated recruitment, retention, and graduation goals.

1. Partner with the College of Education, Health, and Society and the Talawanda-Miami Partnership initiative to develop and implement a program for use in K-12 school environments to prepare students with basic and advanced research and literacy skills in preparation for enrollment in post-secondary institutions.

2. Develop and implement a plan in cooperation with the Office of Enrollment Management to identify at-risk and/or first-generation college students to provide additional training and support for research, information management, and basic literacies.

3. Partner with the College of Education, Health, and Society to develop and implement a program for teachers in K-12 educational environments on how to incorporate literacy education into the curriculum with additional planning for providing this as a component of recertification and/or incorporation into state and national standards programs.

4. Develop and implement a program for middle and high school students to provide software programming/coding workshops and seminars in partnership with programs such as the Mozilla’s Maker Party and the Egypt Camp program.

5. Develop and implement a plan to make the University Libraries makerspaces and production facilities available to students in area K-12 schools, during non-peak periods, to provide them with hands-on experience in using the tools they will need for success in college.
**Key Metrics By Which We Will Gauge Progress**

- Completed and approved plan for an acquisitions model that shifts procurement behaviors in favor of electronic resources.

- Percentage change in the amount of library system collections available in physical formats versus digital formats, compared year over year.

- Percent change in patrons reporting on an annual customer service survey that materials for needed research or scholarly activities were available on demand (just in time), compared year over year.

- Annual review process developed and implemented to review University Libraries content acquisition strategies with current and emerging research and instructional needs of the University.

- Number of library of staff trained and/or retrained in the engagement model of service delivery, measured year over year.

- Completed and approved Strategic Technology Plan for the University Libraries.

- Number of research and literacy programs co-produced with partners for use in K-12 educational environments, measured year over year.

- Percent change in utilization of co-produced research and literacy programs, measure year over year.

- Number of at-risk and/or first-generation students identified and enrolled in library sponsored programs to provide additional training in research, information management, and basic literacies, compared year over year in comparison to identified populations by Enrollment Management.

- Number of programs offered, and number attendees recorded, at library sponsored programs that provide software programming or coding experience, measured year over year.

- Number of patrons utilizing makerspaces and production facilities during non-peak periods, compared year over year.
Themes and Strategies Summary Listing

OPERATIONAL THEMES

Theme 1 – Stabilizing Existing Funding and Generating New Revenue Sources

Strategy 1.A – Implement a Development Program
Strategy 1.B – Focus on Major, Transformative Gifts
Strategy 1.C – Build a Robust Grant Winning Capacity within the Libraries
Strategy 1.D – Leverage State and Federal Appropriations

Theme 2 – Developing Organizational Agility and Flexibility

Strategy 2.A – Develop Advanced Analytic and Information Systems
Strategy 2.B – Improve Our Acquisition Strategies and Processes
Strategy 2.C – Refresh Our Governance Structures
Strategy 2.D – Develop and Implement A Robust Budgeting Model
Strategy 2.E – Provide Supplemental Support for Research and Scholarship

Theme 3 – Recruiting, Retaining, and Developing a Diverse Staff

Strategy 3.A – Calibrate the University Libraries for Success
Strategy 3.B – Hire a Diverse, Talented, and Passionate Staff
Strategy 3.C – Ensure the Development and Retention of Expertise
Strategy 3.D – Improve the Student Employment Experience

Theme 4 – Enhancing and Maintaining Functional Spaces

Strategy 4.A – Develop New, Cutting-Edge Facilities for Learning and Research
Strategy 4.B – Protect Our Collections and Their Accessibility
Strategy 4.C – Analyze Our Needs and Develop A Master Facilities Plan
Theme 5 - Increasing Visibility and Building Awareness

Strategy 5.A - Create a Consistent Identity and Message
Strategy 5.B - Generate Awareness on the Yard
Strategy 5.C - Strengthening our Community Profile
Strategy 5.D - Secure Visible Leadership Roles

**CORE THEMES**

Theme 6 - Integrating the Library into Teaching and Learning

Strategy 6.A - Embedding the Library’s Services and Expertise
Strategy 6.B - Supporting Online Learning
Strategy 6.C - Embracing and Supporting New Pedagogical Modalities

Theme 7 - Supporting Excellence in Scholarship and Research

Strategy 7.A - Nurture and Grow Partnerships and Collaborations
Strategy 7.C - Enhance the Liaison Service Model

Theme 8 - Providing Client-Driven, Results-Oriented Collections and Services

Strategy 8.A - Manage the Shift from Physical to Digital Collections
Strategy 8.B - Manage the Shift to an Engagement Based Model
Strategy 8.C - Working to Improve the Quality of Incoming Students