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# UNE

## LIBRARY SERVICES

*Strategic Plan 2019-2023*

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## MISSION

The **University of New England Library Services** are central to the intellectual life of the University community. They cultivate a vibrant learning environment by providing access to scholarly collections and resources; by offering services that foster inquiry and independent, life-long learning; by providing welcoming, interactive spaces and infrastructure that enhance the educational experience and support the information needs of the University; and by preserving specific special collections.

## SERVICES

**250 research databases** covering all subject areas in the curriculum

**150,000 journal titles**

**1.3 million book titles**

**60,000 film titles**

Individualized **research assistance** via chat, email, phone, walk-in or appointment

**Library orientation and research instruction** in the classroom or the library

Access to and education on the use of **unique primary source materials** in our special collections

**Art galleries** on each campus with study seating and curriculum-related exhibits

Most required **textbooks on course reserve** at the libraries or available as ebooks

Free **interlibrary loan** services

Access to the contents of Maine's public and academic libraries through **MaineCat**

**Reciprocal borrowing** with other Maine libraries

Open guest **wi-fi** network

Dell PC and Mac desktop **computers**

High-capacity **printers**, photocopiers, scanners, fax machines and microfilm reader/printers

Open **24 hours a day, five days a week** during the fall and spring semesters

Over 60,000 square feet of library space, with **group and individual study spaces**

15 private/small group **study rooms**

**Employment opportunities** for over 50 undergraduate and graduate students each semester

**Open access online publishing** and scholarly communications support through

**DUNE: DigitalUNE**

**UNE INITIATIVE 1:** Focus teaching and learning around the development and integration of habits of mind, discipline-based knowledge, and professional competencies.

**1.1.1 LIBRARY GOAL 1:** Emphasize, teach, and assess information literacy as one of the habits of mind that prepares students to thrive in a rapidly-changing world and to improve the health of people, communities, and our planet.

## ACTION STEPS

1. Encourage and support librarians to stay abreast of best practices in teaching and learning through professional development opportunities.
2. Structure teaching and learning activities around the Association of College and Research Libraries' (ACRL) Framework for Information Literacy for Higher Education (2016).

**1.1.2 LIBRARY GOAL 2:** Expand library teaching opportunities to more programs, courses, and groups.

## ACTION STEPS

1. Promote the value of Teaching Librarians via marketing, website, and library liaison program to increase integration of library instruction into the curriculum.
2. Expand teaching capacity of library staff by creating a position for education and outreach specific to Special Collections.

**1.1.3 LIBRARY GOAL 3:** Implement a micro-credential badge as part of the UNE badging initiative.

## ACTION STEPS

1. Work with badging team to create and mount library-related badges, beginning with information literacy competencies as outlined on library website.
2. Pilot the initial badge during AY 2019-2020, then evaluate.

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**UNE INITIATIVE 2: Create new high-quality experiential learning opportunities and deepen their integration with academic curricula, with the goal that all UNE students engage in at least one top-tier experiential learning opportunity during their academic program.**

**1.2.1 LIBRARY GOAL 1:** Develop and implement student internship programs in the Art Galleries and in Special Collections.

**ACTION STEPS**

1. Develop and refine internship opportunities for UNE undergraduates in Special Collections areas.
2. Create and implement a student internship program for undergraduate students in the Art Galleries.

**1.2.2 LIBRARY GOAL 2:** Raise awareness among faculty and students of the availability and relevance of unique primary source materials in library Special Collections that offer meaningful experiential research and scholarship opportunities.

**ACTION STEPS**

1. Create a library staff position for archives education and outreach.
2. Work with faculty to integrate Special Collections materials into curricula with a focus on experiential learning.
3. Create a clear and searchable digital database for our visual art collection accessible via library website.

**1.2.3 LIBRARY GOAL 3:** Raise awareness among faculty of the availability and utility of DUNE: DigitalUNE as a platform for students to gain publishing, peer-review, and editorial experience.

**ACTION STEPS**

1. Solicit and share feedback from students and faculty currently utilizing DUNE.
2. Identify and collaborate with faculty whose students might benefit from DUNE experiences.

**1.2.4 LIBRARY GOAL 4:** Support and maintain the library-based virtual reality stations and software that integrates with curricula to provide high-quality experiential learning opportunities to students across disciplines.

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## ACTION STEPS

1. Continue existing partnerships with faculty in medicine, physician assistant, physical therapy, dental medicine, pharmacy, and nursing programs.
2. Expand partnerships with faculty in other programs not currently participating.
3. Maintain software licenses to VR applications.
4. Maintain and update equipment whenever possible.
5. Evaluate project effectiveness via student assessment tools and share results.

## **UNE INITIATIVE 3: Create distinctive interdisciplinary and interprofessional programs as well as collaborative practices across our colleges and departments.**

**1.3.1 LIBRARY GOAL 1:** Expand the distinctive library-based virtual reality (VR) empathy project for collaboration with colleges and departments and for interprofessional learning opportunities.

## ACTION STEPS

1. Create permanent spaces to house the VR project within or without the Libraries.
2. Promote the availability of the hardware and software to all faculty for student use.
3. Publicize the unique partnerships created by the VR project, such as its use by students in the Interprofessional Geriatrics Education Program (IGEP) under the auspices of the PA Department.
4. Engage in long-range planning to ensure the sustainability of the VR project.

**1.3.2 LIBRARY GOAL 2:** Partner with academic departments when the opportunity avails itself to create campus programs.

## ACTION STEPS

1. Actively seek out and suggest partnership opportunities with appropriate departments to collaborate on campus programs such as community reads or coffeehouse conversations.
2. When approached by other departments, collaborate on campus programs whenever feasible.
3. Use gallery spaces on both campuses to host collaborative campus programs such as community reads and coffeehouses, integrating exhibit subject matter whenever possible.

## **UNE INITIATIVE 4: Develop multiple teaching and learning formats that respond to evolving research on effective pedagogy and that increase student access, support improved retention, and foster degree completion.**

**1.4.1 LIBRARY GOAL 1:** Increase ease of use and access to online library resources via website redesign.

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## ACTION STEPS

1. Conduct usability studies to make the website as accessible and user-friendly as possible.
2. Create a new Library website and tweak per user feedback; continue to maintain and develop within the Libraries.
3. Reorganize a library staff position to include webmaster responsibilities.
4. Reorganize a library position to include assistance of webmaster responsibilities.

**1.4.2 LIBRARY GOAL 2:** Develop multi-format teaching and learning tools to support student learning and degree completion via library instructional tools.

## ACTION STEPS

1. Update and expand video tutorials on the library YouTube channel.
2. Maintain and evaluate live chat service and staffing to provide the best possible service in the most sustainable way.
3. Explore creative classroom teaching methods including flipped classroom, and interactive experiential learning techniques.

**1.4.3 LIBRARY GOAL 3:** Support faculty creation and adoption, and student use of open educational resources (OERs).

## ACTION STEPS

1. Engage faculty in improving and encouraging curriculum revisions that include more Open Educational Resources when possible.
2. Work with faculty to upload their existing educational resources to DUNE: DigitalUNE and to link these items within syllabi and online course platforms.
3. Market the utility and accessibility of DUNE: DigitalUNE for UNE faculty-created educational resources.

# UNE STRATEGIC PRIORITY 2: INCREASED ENROLLMENT, PROGRESS TO GRADUATION, AND LIFELONG LEARNING

## UNE INITIATIVE 1: Optimize student recruitment

**2.1.1 LIBRARY GOAL 1:** Engage with future students by clearly and attractively presenting the excellent library resources at UNE.

### ACTION STEPS

1. Provide updated and engaging material about the libraries for student tour guides when requested.
2. Maintain attractive, welcoming physical library spaces to make a positive impression on future students.
3. Maintain attractive, welcoming virtual library webpages to make a positive impression on future students.
4. Maintain and improve engaging appearance of both art galleries and maximize interactive experiences with exhibits.

**UNE INITIATIVE 2: Develop a comprehensive approach to enrollment management with a particular focus on increasing retention and graduation rates.**

**UNE INITIATIVE 3: Deliver comprehensive, integrated academic and personal support services that address the success of students — from UNE prospects to loyal alumni.**

**2.3.1 LIBRARY GOAL 1:** Increase visibility and accessibility of library staff and services to support student success.

### ACTION STEPS

1. Expand library instruction in classrooms and one-on-one with students, tailored to specific assignments when possible, to bolster student success.
2. Emphasize online help services and the availability of “just-in-time” help and support.
3. Personalize the library web presence with photos of library subject specialists on research guides.
4. Increase student involvement with library social media to foster personal and academic engagement with library staff and services.
5. Improve training of student library workers so it will contribute to their own academic success and their ability to help peers.
6. Support student success during and after college by offering digital badges that develop habits of mind and support lifelong learning.

**UNE INITIATIVE 1:** Identify focal areas of research and scholarship that will distinguish UNE and have priority for future investment, faculty recruitment, and external fundraising.

**UNE INITIATIVE 2:** Increase meaningful student involvement in research and scholarship.

**3.2.1 LIBRARY GOAL 1:** Increase use of unique primary resource materials in original research and scholarship.

#### ACTION STEPS

1. Utilize library website to display more of the UNE permanent art collection with contextual materials to develop recognition of the art resources.
2. Create a library staff position for archives education and outreach.

**3.2.2 LIBRARY GOAL 2:** Increase visibility of and opportunity for student involvement via DUNE: DigitalUNE.

#### ACTION STEPS

1. Promote and enlarge DUNE: DigitalUNE collection and exposure of student work.
2. Work with faculty to create more opportunities for student research and scholarship outcomes to be showcased in DUNE: DigitalUNE.

**UNE INITIATIVE 3:** Expand faculty involvement in scholarship and research and create a stronger UNE culture of knowledge production and application.

**3.3.1 LIBRARY GOAL 1:** Improve and maintain library infrastructure and services to support scholarship and research for students and faculty.

#### ACTION STEPS

1. Curate library website pages devoted to topics that support scholarship and research such as publishing guide, open access information, author rights, and copyright.
2. Make available and help train researchers on helpful tools to support their research including citation management, data management, etc.
3. Promote and enlarge DUNE: Digital UNE to curate UNE-created research content.



4. Explore a Research & Teaching Librarian position with expertise in research support to help strengthen the culture of knowledge production and application.

**3.3.2 LIBRARY GOAL 2:** Encourage library staff to do library-related research to contribute to the professional literature of academic libraries.

#### **ACTION STEPS**

1. Develop a culture of professional engagement with, and contribution to, the professional library literature.
2. Encourage and allow time to create publications and presentations of library research and activities.
3. Acknowledge, celebrate, and share staff publishing success.
4. Marketing team collaborates with Communications to share stories of staff accomplishments in scholarship and research.

## **UNE STRATEGIC PRIORITY 4: A WELCOMING, INCLUSIVE, AND VIBRANT COMMUNITY**

**UNE INITIATIVE 1:** Build a UNE community that is diverse along all dimensions of human difference.

**4.1.1 LIBRARY GOAL 1:** Embed inclusivity in classroom settings and one-on-one teaching.

#### **ACTION STEPS**

1. Encourage researchers to explore multiple points of view when teaching information literacy in the classroom or working with students individually.

**UNE INITIATIVE 2:** Enhance the inclusiveness of our community, fully integrating all students, faculty, and professional staff into the life of the University as respected and recognized members.

**4.2.1 LIBRARY GOAL 1:** Foster physical and virtual library spaces that are welcoming and inclusive.

#### **ACTION STEPS**

1. Evolve and improve physical library spaces that are welcoming and inclusive and offer a diversity of spaces to meet differing needs of learners.

2. Evolve and improve virtual library spaces that are welcoming and inclusive and continue to meet WebAIM 2.0 AA standards for accessibility.
3. Develop criteria for inclusive collecting so that our print and digital materials represent the diversity of authors engaged in scholarship and writing, both historical and contemporary.
4. Develop exhibits that are accessible and honor the diversity of the institution.
5. Ensure content of DUNE: DigitalUNE represents the full range of UNE community, where appropriate.

## UNE STRATEGIC PRIORITY 5: ENGAGEMENT WITH LOCAL, REGIONAL, AND GLOBAL PARTNERS

**UNE INITIATIVE 1: Enhance our international presence to build students' global competency and cultural humility.**

**UNE INITIATIVE 2: Encourage committed engagement with the communities around UNE.**

**5.2.1 LIBRARY GOAL 1:** Collaborate with communities around UNE to produce exhibitions and library programs.

### **ACTION STEPS**

1. Process the St. Francis College francophone collection.
2. Reach out to MacArthur Library and Biddeford community to develop programming related to francophone collection.
3. When appropriate, Gallery and Exhibitions Director collaborates with communities around UNE to produce unique exhibitions for the galleries.

**5.2.2 LIBRARY GOAL 2:** Invite the communities around UNE to attend library exhibitions, events and programs.

### **ACTION STEPS**

1. Collaborate with Communications office to advertise gallery exhibitions and library events and programs to the communities around UNE.
2. Foster and encourage a culture of welcome to community members who attend library-related events and exhibits.

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**UNE INITIATIVE 3: Broaden and strengthen our engagement with UNE community members worldwide to increase their affinity with, loyalty to, and pride in their alma mater.**

**5.3.1 LIBRARY GOAL 1:** Initiate a UNE archives program which documents the experiences of students and the UNE community.

**ACTION STEPS**

1. Recognize library staff who can commit time to developing UNE archives.
2. Advocate for institutional support to enable development and maintenance of UNE archives.
3. Develop policies and procedures for UNE archives.
4. Begin the work of educating the UNE community about the archives.
5. Begin the work of collecting items for the archives.

**5.3.2 LIBRARY GOAL 2:** Strengthen UNE Library Services' engagement with library student assistants post-graduation.

**ACTION STEPS**

1. Recognize and build on library student workers' unique connection to the Library as a supportive place with helpful professional and peer colleagues to support their UNE journeys.
2. Support students in career development by fostering professional skills and providing strong recommendations to potential employers for graduating library student assistants.
3. Create an alumni group of former student library workers.
4. Host an annual reunion event at both campus libraries for the alumni group.

**5.3.3 LIBRARY GOAL 3:** Use DUNE: DigitalUNE to increase student and alumni affinity with UNE.

**ACTION STEPS**

1. Market widely to all UNE community members both the availability and utility of DUNE: DigitalUNE, with a focus on encouraging faculty to promote deposit of student creations.
2. Market and promote the utility of DUNE: DigitalUNE for permanent access to work created at UNE, such as posters, theses, and research papers, which can easily be shared with potential employers and colleagues.
3. For students who have deposited work in DUNE, strengthen post-graduation engagement with UNE via regular reports of use statistics.

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**UNE INITIATIVE 4: Expand affiliations with other institutions of higher education to increase opportunities for research, student and faculty exchanges, and new and expanded academic programs.**

**5.4.1 LIBRARY GOAL 1:** Encourage and strengthen library and library staff affiliations with other institutions of higher learning, local community groups, and state, regional, and national professional associations.

**ACTION STEPS**

1. Encourage and support professional library staff in the areas of teaching, scholarship, and service to the university, the profession, and the community.
2. Encourage and support professional development and library staff who wish to further their own education.
3. Maintain active engagement with the community of higher education through organizations and associations that promote cooperation and sharing of knowledge and resources.
4. Participate in and promote the Maine Reciprocal Borrowing Program to encourage easy use of shared library resources across the state.
5. Maintain cooperation with other institutions to offer fast, free, unlimited interlibrary loan service to UNE students, staff and faculty to support research and scholarship.
6. Gallery and Exhibitions Director maintain and expand relationships with area institutions that teach and show art to maximize cooperation and establish student internship opportunities.

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## **UNE STRATEGIC PRIORITY 6: A STRONG AND SUSTAINABLE RESOURCE BASE**

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**UNE INITIATIVE 1: Continue to strengthen our financial foundation.**

**6.1.1. LIBRARY GOAL 1:** Maintain, assess and continually improve efficient use of financial resources to provide exceptional library services, resources, spaces, and personnel.

**ACTION STEPS**

1. Use cost-per-use data for decision-making to maintain an optimal library collection of resources and services.

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## **UNE INITIATIVE 2: Expand, support, and enhance our valuable human resources.**

**6.2.1 LIBRARY GOAL 1:** Evolve and assess library team-based organizational structure so that it supports and enhances library human resources.

### **ACTION STEPS**

1. Gather data from staff regarding team-based structure using formal and informal methods.
2. Use gathered data to direct evolution of team-based structure to best support and enhance staff.

**6.2.2 LIBRARY GOAL 2:** Evolve library staff positions to best meet the needs of the UNE community.

### **ACTION STEPS**

1. Re-evaluate and revise positions as turnover takes place and per academic library best practices, to meet the current and anticipated needs of the UNE community.
2. Streamline library staff positions to capitalize on staff strengths and potential.
3. Offer fair compensation commensurate with professional guidelines.

## **UNE INITIATIVE 3: Grow, optimize, and secure our physical and virtual resources to effectively support the dynamic nature of the UNE community and our external partnerships.**

**6.3.1 LIBRARY GOAL 1:** Optimize physical library spaces to effectively support the dynamic nature of the UNE community and our external partnerships.

### **ACTION STEPS**

1. Be flexible in adapting library spaces as the needs of users change.
2. Maintain active and realistic list of library space improvement goals and work with leadership to accomplish goals on an annual basis.
3. Support the work of the larger UNE community and UNE Environmental Council in 'greening' UNE's campuses and creating a more sustainable future.
4. Develop a print curation strategy that is meaningful and sustainable which fosters effective utilization of library space.
5. Display and promote a browsable physical collection which reflects our disciplinary and institutional priorities.

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**6.3.2 LIBRARY GOAL 2:** Optimize library resources to effectively support the dynamic nature of the UNE community and our external partnerships.

**ACTION STEPS**

1. Maintain optimal library collections that prioritize virtual resources to support the academic curricula and research focus areas of UNE.
2. Make accessible our unique resources whenever possible, including digitization of unique resources and uploading of content created by UNE community members to DUNE: DigitalUNE.
3. Replicate and convert physical gallery exhibits to digital exhibits within DUNE.
4. Optimize access to library resources via intuitive web design and timely support for user access.
5. Use iterative design and continuous usability testing to adapt resource collection and access to current needs of users.
6. Work with our users to identify and secure access to innovative resources supportive of their goals.

**6.3.3 LIBRARY GOAL 3:** Preserve access to our unique digital resources.

**ACTION STEPS**

1. Invest in scalable digital preservation tools for email and digital assets created by staff.
2. Train staff on best practices for file backup and preservation workflows.
3. Advocate for university-wide preservation tools in conjunction with university archives initiative.

**6.3.4 LIBRARY GOAL 4:** Use an established academic library evaluation tool for assessment and planning to ensure a strong and sustainable library system.

**ACTION STEPS**

1. Consider a second implementation of the LibQual+® survey tool to measure progress and change since the previous survey in 2008, and to gather data for future improvements.
2. Explore financial, human, technological, and time resources needed to accomplish another LibQual+® survey within the current strategic plan timeframe.
3. If possible, implement the survey and disseminate findings with library staff, UNE community and leadership, and beyond.
4. Integrate findings into strategies for planning, assessment, outreach, education, marketing, and more, to further develop best practices and excellence in library services.

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**UNE INITIATIVE 4: Reimagine UNE’s brand identity and create a robust communication plan that increases awareness of UNE’s distinctiveness and heightens its reputation.**

**6.4.1 LIBRARY GOAL 1:** Increase awareness of library services and heighten the Library’s reputation.

**ACTION STEPS**

1. Library marketing team will partner with UNE Communications to optimize marketing efforts.
2. Maintain library staff awareness of UNE Communications identity management requirements.
3. Promote library services and programs via the website.
4. Increase social media engagement with both current students and alumni.

**6.4.2 LIBRARY GOAL 2:** Communicate UNE’s unique and distinctive offerings by showcasing community members’ creative and scholarly content via DUNE: DigitalUNE and other methods.

**ACTION STEPS**

1. Promote and expand DUNE as a vehicle for archiving and showcasing unique UNE content across the university.
2. Offer library programming that highlights faculty scholarship and research.
3. Curate exhibitions that showcase UNE’s unique content, including special collections, as well as faculty, staff and student-created works.



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UNIVERSITY OF NEW ENGLAND  
Library Services

