

University of Wyoming Libraries

Academic Plan 2004 - 2009

Executive Summary

The mission of the University of Wyoming Libraries is to provide information resources to meet the instructional, research, and outreach needs of UW students, faculty, and staff in all colleges and departments. As the primary information provider for the University, the Libraries enhance access to knowledge and support instructional programs and research.

Technological advances in the way information is created, disseminated, and distributed have created new expectations for the Libraries. The UW Libraries must not merely replace traditional information with online information but must seek new models for accessing information and transferring knowledge. Existing patterns of funding for resources and staffing must be continually examined to assure that the Libraries are meeting their mission in the most effective way.

Progress on Action Items from the 1999 Academic Plan

Action Item 31: With the involvement of affected units, academic departments, and students, the administration will assess the desirability of and physical location for an Academic Success Center.

Response: LeaRN: The Academic Success Center, which speaks to the institutional commitment to student success strategies, is slated to be located in Coe Library. The Libraries endorse this concept and are involved in constructing the detailed vision of the project, in cooperation with the Ellbogen Center for Teaching and Learning and Student Services. The location of LeaRN within the Coe building will displace collections and staff. Adequate replacement space will be needed.

Action Item 135: The Vice President for Academic Affairs will work with the Libraries, the American Heritage Center, the Law Library, and other collections to install a campus-wide, integrated access system for our library, archives, and museums.

Response: The Voyager integrated information system was implemented August 2000. Participating entities were the UW Libraries, the American Heritage Center, the Law Library, and the Colorado School of Mines. Each participant implemented an individual catalog of holdings at that time. The Libraries and the American Heritage Center are currently moving toward a merge of their individual catalogs.

Action Items 136: The Vice-President for Academic Affairs will fund a one-year trial program to determine the viability and cost of a change from paper to electronic journals.

Response: The publishing industry has moved quickly from print to electronic journals and the Libraries have moved in concert with that trend. A study to determine the advisability of changing from paper to electronic journals is unnecessary. Currently

twenty-seven percent of the Libraries' journal subscriptions are electronic and that percentage will continue to increase.

Action Items 140 and 141: Establish one administrative organization to encompass the Libraries and AHC.

Response: The Libraries and the American Heritage Center remain separate and distinct entities but concerns about cooperation have been ameliorated. The Libraries consider the American Heritage Center an important strategic partner in a number of initiatives and are committed to fostering and growing the relationship.

Action item 142: The Director of Libraries will consider the feasibility of membership in the Association of Research Libraries.

Response: Membership in the Association of Research Libraries is not a realistic goal at this time. The UW Libraries do not meet the criterion established for membership in terms of size or expenditures. However, the Libraries will seek membership in the Greater Western Library Alliance (<http://www.gwla.org/>), a consortium of 30 research libraries located in the greater Midwest and Western U.S. These institutions share common interests related to scholarly communication, resources, interlibrary loan, cooperative collection development, digital libraries, staff development, and continuing education. Twenty-four Greater Western Library Alliance libraries are also members of the Association of Research Libraries.

Action item 143: Following completion of the Academic Plan, the President and Vice President for Academic Affairs will analyze the long-term space needs of the University's libraries and cultural collections. The analysis of library space should consider the expansion of Coe Library and the construction of a storage facility for lower-use materials.

Response: An expansion of Coe Library has been defined as a major funding priority in the Capital Facilities Plan and planning for the addition is underway.

Areas of Distinction in Moving Forward III

1. Environment and Natural Resources

The Libraries acknowledge this as an area of distinction and will continue to develop library collections that augment university goals. The UW/National Park Service Research Center Library is located in Grand Teton National Park. The branch is operated through cooperation between the Center and the UW Libraries. The Center provides a facility and Internet access; the Libraries provide funds for acquisitions, cataloging and bibliographic maintenance of materials, and a computer workstation. The collection is focused on the zoology, botany, and geology of Grand Teton National Park and the Greater Yellowstone Ecosystem.

2. Life Sciences

The Libraries currently provide an array of material in support of research and instruction in the Life Sciences, including reference materials, journals, and online databases such as Biosis. The Libraries have acquired BioOne, an aggregation of high-impact bioscience

research journals published by scholarly societies and other non-commercial publishers. BioOne provides an attractive alternative to purchasing costly subscriptions from commercial publishers and it supports UW's research infrastructure.

3. Critical Issues in Science and Technology

Provision of information resources to support research in these areas is crucial. However, budgetary constraints have eroded the Libraries' ability to provide needed resources. Using the College of Engineering as a test case, we are attempting to change the collection development pattern of buying expensive individual journal subscriptions. We are replacing many of them with publisher and professional association packages, such as those offered by the American Chemical Society and IEEE (Institute of Electrical and Electronics Engineers). We intend to couple this with the provision of articles to individual desktops on demand. We will examine this model carefully to gauge costs and workflows necessary to make it a success for engineering, and consider applying it more broadly to other disciplines.

The Libraries have a Geographic Information Science (GIS) workstation located in the Brinkerhoff Earth Sciences Information Center. Staff members have some expertise, which we intend to supplement with further training. We hope to expand library provision of GIS applications through cooperation with WyGIS (Wyoming Geographic Information Science Center) and other interested partners.

4. Professions Critical to the Region

The Libraries provide collections and services in support of critical professional degree programs, including education, medicine, and business. Additionally, the Libraries routinely address professional information needs in the region, by providing reference and document delivery/interlibrary loan services to other libraries in Wyoming and Colorado.

Our fee-based service, UWIN+ (University of Wyoming Information Network Plus) serves the information needs of non-affiliated medical, legal, education, and business professionals in the state and region.

The National Library of Medicine's Midcontinental Region liaison is based within the UW Libraries. This grant-funded position is responsible for providing outreach programming and services to medical information providers within the state. The Libraries are seeking to improve the penetration of our fee-based service program through improved marketing and service delivery.

5. Statewide Leadership in Cultural Endeavors

The Libraries and the American Heritage Center are participants in "Western Trails: A Colorado, Kansas, Nebraska, and Wyoming Museum/Library Collaborative." Coordinated by the Cooperative Digitization Program (<http://www.cdheritage.org/>) and funded by an Institute of Museum and Library Science grant, this project makes primary scholarly source material available online.

6. The History and Culture of Wyoming and the Rocky Mountain Region
The Libraries are well positioned to continue their strong contributions in this area. The Grace Raymond Hebard Collection is the world's premier resource for Wyoming-related publications. Using the Hebard Collection and American Heritage Center archival collections as cornerstones, UW has the potential to improve its stature as a center for study of the American West.

Moving Forward III Issues Germane to the Libraries

ILLC Planning:

The Information, Library, and Learning Center (ILLC), defined as a major funding priority in the Capital Facilities Plan, will provide for the integration of students, technology, and library resources. The "information commons" will deliver electronic library resources and productivity software applications in the same location. This combination is highly desirable from a student perspective. The Libraries will participate in the creation of a comprehensive plan for the ILLC that includes the necessary elements to make the facility integral to student learning and success.

The Libraries face immediate and serious space constraints. The Science Library is filled to capacity, with overflow material located in Coe library. For this reason, plans for the ILLC must consider the Science Library. Past efforts to integrate Science Library collections and personnel into Coe operations met with stiff resistance from some faculty. In the short term, the Science Library will be maintained as a separate facility with circulation and reference functions intact. Options to be explored include expanding the size of the current Science Library, using compact shelving to relieve space pressures, using the Science Library as a location for library or IT staff, or closing the facility altogether and incorporating collections and services into an expanded Coe Library.

Outreach Support:

The Libraries have a strong commitment to providing remote users with equitable access to library services and resources regardless of location. A faculty librarian is designated to address the needs of Outreach students and faculty. UW students, faculty, and staff can access our online databases, books, and journals from anywhere using a proxy server to authenticate their UW affiliation.

Retention and Support of the University Studies Program (USP) with Information Literacy:

Librarians have a unique contribution to make in terms of information literacy. Information literacy is the ability to recognize when information is needed and the skills to locate, evaluate, and use information effectively. Rapid technological changes and proliferating information resources make information literacy a critical competency for UW undergraduate students. Information literacy has been endorsed by the institution as an embedded requirement for USP. Librarians are and will continue to be involved in collaboration and teamwork for instruction

and curriculum support. Library faculty will also seek opportunities to expand their instructional role on campus, including information literacy and USP classes.

Budget Allocation:

Moving Forward III directs the Libraries to evaluate the collection budget in light of the inflationary crisis in scholarly publishing. The rising costs of maintaining an adequate library outpace the rates of increase in the budget. The budgetary stresses on academic libraries nationwide will remain unabated as the combination of run-away journal inflation and increased demand for desktop delivery combine to make provision of needed information resources expensive. The issues are being discussed with Library Council, Deans, various departments, individual faculty, and ASUW. Based upon those discussions and an examination of various university models, the Libraries have outlined the associated problems, opportunities, and models relevant to the University of Wyoming. The Library White Paper on the Collection Budget fully outlines the issues (<http://www-lib.uwyo.edu/movingforward/>). The budget allocation process will be the Libraries' priority in 2004.

Collection Analysis:

Wyoming and the West are recognized as institutional priorities. The Libraries' Hebard Collection speaks directly to this area of distinction as outlined in Moving Forward III. Working with the American Heritage Center, the Hebard Collection will be evaluated as to its future physical location. If the collection is to be housed within the Libraries, then space must be identified and renovated. Collection guidelines and management issues will be analyzed in light of organizational priorities.

Other Issues Germane to the Libraries

Effective use of technology:

Digitization of institutional scholarly assets is a major challenge and opportunity for colleges and universities. Some academic institutions, including MIT (<http://www.dspace.org/>) and the University of California (<http://texts.cdlib.org/escholarship/>) have implemented institutional repository software that allows faculty to index, publish, and preserve digital scholarly materials. An institutional repository will provide an alternative research dissemination mechanism to faculty in response to expensive commercial journal publishers. The Libraries have developed some digital expertise through our collaboration with the Cooperative Digitization Program (<http://www.cdpheritage.org/>). The Libraries will seek other external involvements and are willing to assume a campus leadership role in building and maintaining University of Wyoming digital collections. It will be necessary to develop a digital collection development policy and coordinate existing ad hoc projects in order to provide centralized access to UW content.

It is fair to say that our integrated library system is to the Libraries as PeopleSoft is to the University. It is integral to our operations. The average life expectancy of an integrated library system is 5-7 years. We will evaluate our integrated library system and server support on an on-going basis to assure the business of the Libraries is conducted in the most efficient way possible. We will also engage in ongoing evaluation of the software, telecommunications, database, and hardware environments of the Libraries.

The Libraries are seeking ways to implement state of the art services such as wireless network access, digitization (including metadata creation), a federated search engine, portals, an OpenURL resolver, and a digital asset management system that will work for the Libraries, American Heritage Center, and Art Museum. Staff with the proper training and adequate resources will be necessary to support our technological infrastructure.

Over the next five years the Libraries will continue to collaborate with University Information Technology (IT). We support an expansion of the IT Computer Lab located in the basement of Coe Library. The Libraries also support the checkout of IT laptop computers through a library circulation location. University IT has agreed to place a library icon on all IT Lab computers throughout the campus to facilitate access to library databases, e-journals, and other digital offerings. We anticipate that cooperation between the Libraries and IT will continue to increase as we move toward sharing space in the Information, Library, and Learning Center.

As classroom instruction moved forward in its adoption of state of the art technology, the Libraries' audiovisual equipment saw a significant decline in usage. Due to this decline, the Audiovisual Repair Shop was closed. The closure has created uncertainty about the provision of equipment in classrooms. A campus-wide initiative is needed to improve instructional technology in classrooms, and the Libraries look forward to participating in this important discussion. Currently the Libraries are participating in discussions with Information Technology, the Outreach School, and the Ellbogen Center for Teaching and Learning about the integration of presentation software systems and videoconferencing capabilities into library classrooms as part of a federal grant.

Examination of current staffing levels:

As the Libraries' collections change, staffing must change to keep pace with workflows and priorities. We will pay special attention to the way the community uses information resources physically and digitally. Offering additional services such as virtual reference, electronic reserves, an institutional repository, and patron initiated interlibrary loans will not necessarily allow the Libraries to reduce staff. We will examine current staffing levels (faculty, staff, and student employees) and seek to ensure our human resources are efficiently deployed. We will adjust organizational structure as appropriate for workflow and division of labor.

Maintenance and development of strategic partnerships:

The Libraries will examine current strategic alliances and seek new ones. Existing partners include the Colorado Alliance of Research Libraries, Bibliographical Center for Research, Online Computer Library Center, Albany County School District #1, Wyoming State Library and other Wyoming libraries.

Provision of Service:

Provision of service to users is an essential function of the UW Libraries. The Libraries should provide relevant and high quality services to our users. The Libraries plan to implement LibQUAL+ to help us identify our strengths and weaknesses. LibQUAL+ is a research and development project undertaken by the Association of Research Libraries in collaboration with Texas A&M University as one of the ARL New Measures Initiatives. A web based survey instrument will define user expectations and user satisfaction. Participation in LibQUAL+ will allow the UW Libraries to improve services based on feedback.

Action Items for 2004-2009

Collections:

- Focus collections on institutional priorities: undergraduate instruction, graduate and faculty research, and other university priorities as defined by Moving Forward III.
- Initiate and participate in campus discussions about solutions to the journal inflation issue. We will use a combination of open forums, individual meetings, and a library white paper to seek input (<http://www-lib.uwyo.edu/movingforward/>).
- Replace some expensive journal subscriptions with timely access to individual articles at point of demand.
- Investigate the possibility of an institutional repository for faculty research.
- Add digital resources to our collection model whenever practical.
- Work with the American Heritage Center, the Art Museum, and other interested entities on campus to coordinate institutional collections, using a federated search tool that will allow users to do a single search across all UW resources.

Facilities/Space:

- Analyze and update existing library facilities to provide a comfortable and attractive learning space.
- Plan for the Information, Library, and Learning Center, which will provide an integrated learning and research environment for students.
- Plan for LeaRN, The Academic Success Center, which will be located in Coe Library. The Libraries will work with Academic Affairs, the Ellbogen Center for Teaching and Learning, and Student Services in the space design and funding for LeaRN.
- Decide the future of the Science Library.

- Decide the best location for the Hebard Collection, in conjunction with the American Heritage Center.

Contributions to undergraduate curriculum and teaching:

- Involve librarians in collaboration and teamwork for instruction and curriculum support in the area of information literacy.
- Seek opportunities to expand the teaching role of library faculty, including instruction of information and USP classes.

Effective use of technology:

- Continue to partner and collaborate with University IT.
- Strengthen outreach efforts using tools such as electronic reserves, virtual reference, and patron initiated interlibrary loan. Develop services and applications to create “your library on your computer.”
- Evaluate our current integrated library system and engage in an RFP process to assure currency and efficiency in our most essential technological tool.

Internal operations:

- Analyze staffing to improve workflow and effectively manage library support services.
- Investigate and analyze outsourcing library services as appropriate.
- Partner with campus and external organizations to improve services, expand resources, and facilitate collaboration.
- Increase extramural funding through grants and development activities. Specific resources, such as databases, journals, institutional repository software, or federated search software could be acquired with additional funding.
- Pursue membership in the Greater Western Library Alliance (<http://www.gwla.org/>).
- Implement LibQual+ to help us identify our strengths and weaknesses so that we can plan services and facilities to meet the needs of the UW community.