BUILDING THE FUTURE: UNIVERSITY OF MONTANA MANSFIELD LIBRARY
DRAFT STRATEGIC PLAN FOR 2014-2017

Mansfield Library Strategic Planning Core Group

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INTRODUCTION
The Mansfield Library provides access to traditional library collections and electronic access to a network of research databases, ejournal and ebook packages, electronic journal subscriptions, a web-scale discovery service and a web-based library catalog. It also provides the system support and the majority of collection resources to affiliated campus libraries within The University of Montana system: Montana Tech of UM in Butte and Highlands College of Montana Tech, Helena College of UM, UM-Western in Dillon, and the Law Library on the Mountain campus in Missoula. The library at Missoula College is an extension of the Mansfield Library on the Mountain campus, and Mansfield Library also provides library services to the Bitterroot campus.

Change in academic libraries is ever present due to dramatic forces such as technological advances, evolution in scholarly publishing, global education/research, changing demographics of students, and the economics of higher education. These changes require the Mansfield Library to continuously adapt to evolving environments in order to provide students, faculty, and other stakeholders with the most advanced access to information and information-related services.

As part of this evolution, we have developed Building the Future: The Mansfield Library Strategic Plan 2014-2017 which will direct our focus on specific strategic goals and directions to help us become a more flexible and adaptive library. This plan builds on various documents including our self-study, the Diversity Plan, and the 2013 ClimateQual report and incorporates input from many of the Library’s stakeholders – students, faculty/researchers, staff, administrators, library personnel, and Mansfield Library affiliates. Building the Future also supports the strategic issues of the University of Montana’s UM 2020: Building a University for the Global Century

Building the Future is framed by its Mission, Vision, Values, and Guiding Principles and is comprised of five Goals and corresponding Strategic Directions. This plan will guide us in setting our priorities and resources – financial, personnel, time, and facilities – for the next three years. Once the plan is implemented, we will provide ways of assessing our progress and impact on the University of Montana community. Each year we will revisit the plan to determine our progress and to adapt the plan accordingly.

The following goals and strategic directions will provide the guidelines for individual Mansfield Library departments/units to develop their activities in support of Building the Future in efforts to provide the best services and resources possible for all of their users.
PART I. Mission, Vision, Values, and Guiding Principles

Mission:
The Mansfield Library, the premier research library in Montana, facilitates the intellectual and creative pursuits of the University of Montana (UM) community in support of their informational, educational, and cultural development as global citizens.

Vision:
As the heart of the university’s intellectual pursuits, the library will be a leader in services, collections, and programming; a place where lives are enriched and transformed; and a catalyst for the creation of knowledge.

Core Values of Librarianship:
The Mansfield Library is committed to the core values of librarianship and information services as described in the American Library Association’s *Library Bill of Rights* and the *Code of Ethics*:

- Library Bill of Rights
  http://www.ala.org/advocacy/intfreedom/librarybill/

- Intellectual Freedom Principles of Academic Libraries: An Interpretation of the Library Bill of Rights
  http://www.ala.org/advocacy/intfreedom/librarybill/interpretations/intellectual

- Code of Ethics
  http://www.ala.org/advocacy/proethics

Values:
The Mansfield Library embraces *UM 2020* values -- Leadership, Engagement, Diversity, and Sustainability. In addition to the university values, Mansfield Library also values:

Innovation - We will provide continuous improvement by committing to experimentation and learning, by committing to change and trying new things, by encouraging risk-taking and creativity, and by providing the resources to be innovative.

Service – We will provide high quality service to students, faculty, staff, and the community by being responsive to their needs and by building our ability and assets to meet them.

Stewardship – We will preserve knowledge and protect the unique and rare cultural heritage contained in our collections by ensuring long-term access to them, and we will manage our resources responsibly.
Guiding Principles:
Mansfield Library personnel are committed to the following set of guiding principles that serve as organizational attributes and direct the Library in realizing our mission and accomplishing our strategic goals:

- Collaboration – build community partnerships through open communication to support the achievement of common goals.
- Common good – promote shared assets and active public engagement for the benefit and interests of UM, Montana, and the world.
- Diversity – respect and support the rights of all persons and promote and encourage all cultures, ideas, and perspectives.
- Freedom of Access, Inquiry, and Expression – provide and enable a forum for intellectual pursuits without restrictions.
- Outreach – participate actively with the internal and external community to meet the needs of users.

PART II. Goals & Strategies

Goal I - Promote Collaboration
(In support of UM 2020 Strategic Issues 1, 2, 3)

Strategy 1. Create a Montana Academic Library Consortium/Alliance.
   Activities:
   a) Implement a common discovery platform by uniting collections across Montana academic libraries.
   b) Secure shared Montana ILS funding.
   c) Explore/increase shared collections across Montana academic libraries.

Strategy 2. Increase collaboration/coordination with other campus IT.
   Activities:
   a) Coordinate helpdesk services between campus and the library.
   b) Establish standard operating software across campus.
   c) Partner with campus units to coordinate purchasing to maximize resources.

Strategy 3. Strengthen and build relationships with campus groups.

Strategy 4. Strengthen and build relationships with libraries regionally, nationally, and internationally.
   Activities:
   a) Develop disaster and emergency plan agreements with library partners.
b) Develop collaborations with regional libraries to serve the greater Missoula community.
c) Strengthen partnerships with affiliate libraries.
d) Develop collaboration with international libraries and colleagues.

Strategy 5. Explore opportunities to strengthen and develop new relationships with Missoula County Public Schools.
   Activity:
   a) Establish relationships between Mansfield Library and elementary and middle school librarians.

Goal II. Tell the Library’s Story
(In support of UM 2020 Strategic Issues 1, 2, 3, 4)

Strategy 1. Develop and implement an ongoing marketing plan.
   Activity: Appoint and charge a marketing team to adapt and implement the ACRL toolkit for the Mansfield Library.

Strategy 2. Enhance web presence.
   Activities:
   a) Designate responsibility for website content.
   b) Conduct website usability study.
   c) Establish regular and systematic reporting of website statistics.
   d) Expand the library’s social media presence.

Strategy 4. Expand outreach, programming, and exhibits.

Strategy 3. Develop an advocacy plan
   Activity: Appoint and charge an advocacy team to adapt and implement ACRL’s advocacy toolkit for the Mansfield Library.

Goal III. Enable Knowledge Creation
(In support of UM 2020 Strategic Issues 2, 3, 4)

Strategy 1. Expand digital curation activities and strategies.

Strategy 2. Expand resources for and connections with e-learning and e-research.
   Activities:
   a) Develop curricula for the use of digital materials.
   b) Grow and sustain the Institutional Repository.
   c) Expand our digital presence for undergraduate research.

Strategy 3. Strengthen and grow information literacy initiatives and practices.
Strategy 4. Innovate reference and user services.

Strategy 5. Improve use and preservation of unique and hidden materials.
   Activities:
   a) Provide access for hidden collections.
   b) Develop and implement a preservation plan for unique and hidden materials.

**Goal IV. Develop Deliberate Physical and Virtual Places**
*(In support of UM 2020 Strategic Issues 1, 4)*

Strategy 1. Create a dynamic online learning environment.

Strategy 2. Solidify a library presence for Missoula College and Bitterroot College campuses.

Strategy 3. Create an environment in Mansfield Library that is beautiful, inviting, and comfortable.
   Activities:
   a) Create interactive learning spaces.
   b) Develop a facilities plan for all library floors using the principles of universal design.
   c) Commit to place-based and culturally reflective design.

Strategy 4. Integrate the Learning Commons.

**Goal V. Build Organizational Capabilities**
*(In support of UM 2020 Strategic Issues 1, 4, 5)*

Strategy 1. Improve the organizational culture.
   Activity: Change the organizational structure.

Strategy 2. Grow new knowledge and skill sets.
   Activity: Develop a staff development plan that will systematically review/assess and implement personnel assets and identify areas of growth.

Strategy 3. Create a user-centered culture.
   Activities:
   a) Implement systematic use of user/usability studies.
   b) Develop a culture of “I can.”

Strategy 4. Establish predictable funding for the library.
   Activity: Develop funding models.