

Strategic Plan 2012-2018 | University Libraries | Virginia Tech

Introduction

Our mission is to *invent the future* of libraries at Virginia Tech. We honor tradition as we excel in our core mission to provide access to information. We acknowledge change as we adapt to address the new information needs and Open Web's reframing of the academic and research enterprises in higher education. We embrace a diversity of thought and culture as we find solutions to information challenges when meeting user needs.

Over the next decade we anticipate seismic shifts in the nature of libraries across the globe. The form, function and overall identity of the library as an institution will evolve. At Virginia Tech, we envision the library of the future emerging as:

- a platform for student success and faculty innovation in a global context.
- a hub for strategic partnerships.
- a regenerating entity that adapts to changing user needs and expectations.

Platform

The library of the future is designed as a conduit for innovation, creativity, productivity, collaboration, and knowledge in a global context. We imagine the Virginia Tech Libraries as a connection to limitless pedagogy, research, and learning possibilities for students and faculty.

Strategic Partnerships

The library of the future is engagement-centered and reinforced by joint ventures and programmatic partnerships. We imagine the Libraries as an outwardly engaged organization that creates partnerships and provides leadership in the pursuit of excellence in research and learning.

Transformation

The library of the future is constantly changing both physically and virtually. We imagine the Libraries' core functions evolving through emerging expertise in curation, community development, and knowledge production. We curate digital research data and scholarship; we develop and optimize communities for collaboration and the exchange of ideas and discoveries; and we help our users create new knowledge and provide access to the world's digital scholarship.

To be a place where learning and research thrive, the Libraries must adopt new outlooks and practices. The Libraries look to become a learning lab, where student employees gain valuable pre-professional work experience. Students will help design learning spaces, create literacy/skills acquisition programs, develop and manage new technologies, conduct market research and create business plans, and produce domain-specific digital resources through informatics initiatives.

The transformation of the Virginia Tech Libraries will focus on reinventing itself in four areas: learning spaces, research and curation, teaching, learning and literacies, and collections access.

Theme 1: Learning Spaces

Knowledge, technology and the social aspects of learning come together at the library. We provide technology-rich, inspiring and aesthetically pleasing spaces that cultivate learning, collaboration, and research.

Emphases

- E1. Become community builders in physical and virtual settings and bring together people and ideas with the resources, tools, and skills they require for scholarship, research, and creative endeavors.
- E2. Renovate and transform the Newman Library into an inspiring and stimulating modular environment that propels learning, enhances research, supports knowledge production, and offers a mixture of spaces, services, tools, and technologies for diverse academic needs.
- E3. Re-conceptualize the Virginia Tech Libraries as places that nurture intellectual curiosity and fosters collaboration.
- E4. Adopt a discovery-oriented outlook toward spaces, services, and programming.
- E5. Create online learning environments to reach global audiences.

Objectives

- O1. Build a national reputation around scholarly engagement practices.
- O2. Complete a comprehensive renovation plan for Newman Library and implement the transformation through a multiphase process.
- O3. Position the Virginia Tech Libraries as premier destinations on campus for knowledge creation and collaborative work, while showcasing Virginia Tech's culture, creativity, scholarship, and research.
- O4. Coordinate comprehensive and integrated academic support services and research expertise. Pioneer a holistic and seamless learning model that combines numerous campus partners into a coworking location designed to assist students with writing, presenting, media design, research, and related needs including tutoring, advising, IT help, data and GIS skills, and language support.
- O5. Design and implement services, programs, and virtual communities that advance online and distance learning initiatives.
- O6. Foster an ongoing conversation with the campus community regarding their evolving research and scholarly needs and activities, which will inform the Libraries' development of spaces, technologies, and expertise.

Theme 2: Research and Curation

The Virginia Tech Libraries support all aspects of research augmented by information technologies, at any scale regardless of domain; and we curate the products of research and scholarship. Exchanging ideas and data helps to advance discoveries and inspire creativity.

Emphases

- E1. Enable researchers to make rapid progress in their research.
- E2. Connect people with curated information through research technologies.
- E3. Inform and instruct on how open access and digital curation helps make researchers innovative, competitive, and productive.
- E4. Establish Virginia Tech as the premier institution for e-research infrastructure that supports data-intensive research across the disciplinary spectrum.
- E5. Assist researchers in producing new knowledge products.

Objectives

- O1. Build a network of services to advance scientific discovery and progress. Virtually and physically align our e-research services to more easily create new knowledge and share it with others. Develop the Libraries into an incubator for faculty and student research.
- O2. Support new research and scholarly processes and practices by assisting faculty in collaborating virtually to produce and share new knowledge. Provide seamless preservation, dissemination, and discovery strategies for research data and digital scholarship as part of the digital curation continuum supported by the Libraries. Offer data management solutions for researchers to accelerate the development of important new discoveries. Lead and partner with faculty on research technology development projects.
- O3. Design and optimize virtual and physical research environments that cross geographic boundaries, support diverse and interdisciplinary research needs, spur innovation and inspire creativity.
- O4. Offer training programs on e-research and digital curation to assist faculty and students in understanding e-research issues and the added value of digital curation processes to digital research and scholarship. Partner with faculty in informatics and digital curation instruction to assist students in understanding e-research tools and technologies. Assist researchers in sharing data and in meeting funding agency information/data requirements. Offer consultation on metadata, data management and publishing, planning digital projects, and digital curation.
- O5. Build capacity within the Libraries to support faculty and students engaging in e-research. Strengthen ties to entities with similar mission focus areas and partner with them in research and curation initiatives.
- O6. Offer digital media production support to researchers engaged in scholarly activities: developing digital collections, digital resources, videography, digitization, and imaging.

Theme 3: Teaching, Learning, and Literacies

Prepare Virginia Tech students to work, live, and be part of a global community. The Libraries enhance teaching and learning by exposing students to practical skills, theory, and experiences resulting in competitive advantages in the job market, greater civic engagement, and cultural enrichment.

Emphases

- E.1 Empower students to develop the skills, literacies, experiences, and perceptions necessary to excel in an analytically savvy, multi-disciplinary, global workplace.
- E2. Partner with faculty in the exploration and implementation of new pedagogies, technologies, and learning environments.
- E3. Develop new methods, programs and applications for library-based instruction and engagement.

Objectives

- O1. Become a campus leader and an invaluable partner in the teaching and learning enterprise.
- O2. Implement an integrated instructional program that fosters competencies in information literacy, digital fluency, critical and computational thinking, problem solving, collaboration, and communication skills.
- O3. Position the Libraries to be a campus-wide platform promoting the practice of knowledge building and active learning. Support and cultivate experimental pedagogies, innovative curricula and creative outputs of student scholarship.
- O4. Expand the role, reach, and effectiveness of library instruction into new domains to address new learner segments and needs. Assess the impact of these efforts on campus-wide learning.
- O5. Map the learning landscape to develop a comprehensive perspective on the lifecycle of assignments, the development of critical skills, the exposure to challenging content, and the critical growth points within the curriculum.
- O6. Extend the Libraries' learning focus beyond assignments and classroom-centered support to augment a broader personal and social development enabling students to become knowledgeable and effective global citizens, and encouraging participation in civic and community activities. Lead and partner in initiatives that constitute growth of intellectual, entrepreneurial, innovative, creative, and leadership qualities.

Theme 4: Collections Access

The Virginia Tech Libraries are dedicated to making our collections electronically accessible for local and global usage and to enabling open access to locally produced scholarship. We are committed to making the discovery and use of information efficient, quick and seamless to our users.

Emphases

- E1. Enhance the visibility of the research and scholarship produced by Virginia Tech faculty and researchers.
- E2. Take action to transform traditional scholarly publishing models and enable authors to engage in new open publishing environments.
- E3. Make electronic access to scholarship effortless for global users.
- E4. Develop sustainable and collaborative models of collections access.

Objectives

- O1. Build and curate research collections of distinction for Virginia Tech; explore thematic approaches to developing physical and digital collections of unique, rare, and historically significant materials.
- O2. Collect, curate, and make available to the Virginia Tech community information resources of enduring value. Offer faculty and researchers funding and support to subsidize open access article processing fees and incentivize open publishing practices. Provide new knowledge creation and sharing options that showcase new and traditional forms of digital research and scholarship.
- O3. Provide quick and easy electronic access to library information, converting analog to digital whenever possible. Create quality metadata and push technologies to raise the visibility of library-curated collections within Virginia Tech learning and research environments. Develop collections through user demand-driven acquisition of licensed content.
- O4. Promote the value of open access to scholarship and self-archiving of research and creative outputs. Share collections whenever possible, participating in collaborative access as well as preservation models such as HathiTrust, VIVA, MetaArchive, LOCKSS, and ASERL.

Mapping to the University Long-Range Plan

Response to Challenges	Mapping to Library Themes
Research & Innovation	
The Networked University Pathways to Interdisciplinary Success	<i>Learning Spaces:</i>
	Design and optimize virtual and physical research environments that spur innovation, nurture intellectual curiosity, and inspire creativity.
	Transform the Libraries into destinations that enhance research, support knowledge production, and offer a mixture of spaces, services, tools, and technologies for diverse research needs.
	<i>Research and Curation:</i>
	Establish Virginia Tech as the premier institution for e-research infrastructure that supports data-intensive research across the disciplinary spectrum.
	Design and optimize virtual and physical research environments that cross geographic boundaries, support diverse and interdisciplinary research needs, spur innovation and inspire creativity.
	Support new research and scholarly processes and practices by assisting faculty in collaborating virtually to produce and share new knowledge.
	Provide seamless preservation, dissemination, and discovery strategies for research data and digital scholarship as part of the digital curation continuum supported by the Libraries.
	Offer data management solutions for researchers to accelerate the development of important new discoveries.
	<i>Teaching, Learning, and Literacies:</i>
	Partner with faculty in informatics and digital curation instruction to assist students in understanding e-research tools and technologies.
	Implement an integrated instructional program that fosters competencies in information literacy, digital fluency, critical and computational thinking, problem solving, collaboration, and communication skills.
	<i>Collections Access:</i>
	Make electronic access to scholarship effortless for global users. Provide quick and easy electronic access to library information, converting analog to digital whenever possible.
	Provide knowledge creation and sharing options that showcase new and traditional forms of digital research and scholarship.
The Life of the Mind	
A New Vision for Undergraduate General Education	<i>Learning Spaces:</i>
	Design and optimize virtual and physical environments that spur innovation, nurture intellectual curiosity, and inspire creativity.

E-Learning and Distance Learning Inspiring Creativity, Curiosity, and Critical Thinking	Transform the Libraries into destinations that propel learning, enhance research, support knowledge production, and offer a mixture of spaces, services, tools, and technologies for diverse scholarly needs.
	Design and implement services, programs, and virtual communities that advance online and distance learning initiatives.
	<i>Research & Curation:</i>
	Position the Virginia Tech Libraries as premier destinations on campus for knowledge creation and collaborative work, while showcasing Virginia Tech's culture, creativity, scholarship, and research.
	Support new research and scholarly processes and practices by assisting faculty in collaborating virtually to produce and share new knowledge.
	<i>Teaching, Learning, and Literacies:</i>
	Implement an integrated instructional program that fosters competencies in information literacy, digital fluency, critical and computational thinking, problem solving, collaboration, and communication skills.
	Pioneer a holistic and seamless learning model that combines numerous campus partners into a coworking location designed to assist students with writing, presenting, media design, research, and related needs including tutoring, advising, IT help, data and GIS skills, and language support.
	Partner with faculty in the exploration and implementation of new pedagogies, technologies, and learning environments.
	Empower students to develop the skills, literacies, experiences, and perceptions necessary to excel in an analytically savvy, multi-disciplinary, global workplace.
	<i>Collections Access:</i>
	Make electronic access to scholarship effortless for global users. Provide quick and easy electronic access to library information, converting analog to digital whenever possible.
	Provide knowledge creation and sharing options that showcase new and traditional forms of digital research and scholarship.
	The Virginia Tech Experience
	We embrace a diversity of thought and culture as we find solutions to information challenges when meeting user needs.
	<i>Learning Spaces:</i>
	Design and optimize virtual and physical environments that support diverse learning, cultural, creative, and intellectual needs.
	<i>Research & Curation:</i>
	Foster an ongoing conversation with the campus community regarding their evolving research and scholarly needs and activities, which will inform the Libraries' development of spaces, technologies, and expertise.
	<i>Teaching, Learning, and Literacies:</i>

	Map the learning landscape to develop a comprehensive perspective on the lifecycle of assignments, the development of critical skills, the exposure to challenging content, and the critical growth points within the curriculum.
	Extend the Libraries' learning focus beyond assignments and classroom-centered support to augment a broader personal and social development enabling students to become knowledgeable and effective global citizens, and encouraging participation in civic and community activities. Lead and partner in initiatives that constitute growth of intellectual, entrepreneurial, innovative, creative, and leadership qualities.
	<i>Collections Access:</i>
	Enhance the visibility of the research and scholarship produced by Virginia Tech faculty and researchers.

Funding: 5-year Budget Additions Sought, FY 2014-2018

Learning Spaces and Services		
<i>Base/Recurring</i>	\$390,000	Positions to support video and media production, videography and photography, web development, commons technology, publishing services, and digital rights assistance
	\$250,000	Graduate and undergraduate assistants
	\$75,000	Technology hardware and software
	\$995,000	per year for ten years – Library space reprogramming and renovation (\$9,950,000 total)
	\$20,000	Organizational learning and development

Research and Curation		
<i>Base/Recurring</i>	\$345,000	Positions to support software and web development, systems administration
	\$325,000	Librarian positions that support data and informatics work in: Health Sciences, Engineering, Earth/Environmental, Art/Design, Digital Humanities/Social Sciences, Business Intelligence/Analytics
	\$250,000	Graduate and undergraduate assistants
	\$100,000	Technologies (hardware, software, web tools, research and curation application software)
	\$20,000	Organizational Learning and Development
<i>One-time monies</i>	\$250,000	Facilities renovation
	\$250,000	Imaging operations renovation

Teaching, Learning and Literacies		
<i>Base/Recurring</i>	\$350,000	Positions to support instructional design and technology, software and web development, social media and emerging technologies instruction, international and distance learning, and service learning
	\$150,000	Graduate and undergraduate assistants
	\$75,000	Technology hardware and software
	\$20,000	Organizational learning and development

Collections Access		
<i>Base/Recurring</i>	\$60,000	Position to support e-resources technology development
	\$500,000	Collection maintenance (\$415,000 annual journal inflation security + \$85,000 new materials)
	\$60,000	Undergraduate assistants
	\$100,000	Technologies (hardware software, licensed web tools)
	\$20,000	Organizational learning and development
<i>One-time monies</i>	\$975,000	Comprised of 19 packages of electronic back files of journals available electronically in many fields (replaces print materials on shelves so spaces can be redesigned and reprogrammed as well as these resources becoming more readily available via the Web). Package prices range from \$10,000 - 120,000

Budget Summary, FY 2014-2018

Base/Recurring	
<i>Teaching, Learning, and Literacies</i>	\$350,000
<i>Learning Spaces and Services - General</i>	\$390,000
<i>Learning Spaces and Services: Reprogramming and Renovation</i>	\$995,000
<i>Collections Personnel:</i>	\$60,000
<i>Technology</i>	\$350,000
<i>Research and Curation Support</i>	\$670,000
<i>Student Employment</i>	\$710,000 (improving the Libraries' student budget by over 175%)
<i>Organizational Learning and Development</i>	\$80,000
Subtotal	\$3,605,000
<i>Collections e-resources (e.g. journals/books/databases)</i>	\$500,000 increase each year for five years
Subtotal	\$2,500,000
Total Base/Recurring FY2014-2018	\$4,105,000 per year (includes annualized amount for collections) or \$6,105,000 (includes 5-year totals for collections)
One-time monies	
<i>Research and Curation Facilities Renovation</i>	\$250,000
<i>Imaging Operations Renovation</i>	\$250,000
<i>Electronic backfiles of e-journals</i>	\$975,000
Total One-time monies FY2014-2018	\$1,475,000