WELCOME
Because the world of higher education is changing rapidly, 21st century research libraries must be enterprising in our ability to anticipate needs and respond in real time. At the University of Arizona Libraries and Press, we place a premium on flexibility and inclusion. We must provide unparalleled access to content and be partners in every step of the research life cycle. We must develop creative spaces that foster collaboration and offer quiet retreats for deep reading and reflection. We must work cooperatively with our academic colleagues and establish unique community partnerships.

The Libraries are a birthplace of ideas and we summon our entrepreneurial spirit to nourish those ideas and take actions that advance the University strategic priorities of student engagement, research innovation, community partnership and synergy. You would expect nothing less from the intellectual crossroads of the University.

Kareen Williams
Dean, University Libraries

21ST CENTURY LIBRARY
Change is the name of the game in today’s information world. Libraries are less about housing collections and more about providing access to content wherever it lives. The services librarians provide now go far beyond search assistance to embrace a full partnership in the research, teaching and learning endeavors. Students are no longer merely information consumers but have become knowledge creators in their own right. The 21st Century Library is an exciting place to be.

VISION
The Libraries are the intellectual crossroads of the University, enabling innovative and interdisciplinary research, scholarship and creative endeavor.

MISSION
The University of Arizona Libraries are an enterprising partner in advancing the University’s priorities. We cultivate an environment that promotes inquiry, creative endeavor, scholarly communication and lifelong learning. Our resources, services and expertise enrich the lives of Arizonans and contribute to an expanding global academic community.
Imagine you’re a student. To be successful, faculty have told you to spend 2-3 hours studying for every hour you spend in class. Where else but at the Libraries? Can’t find information needed for your class paper or project? Ask a librarian to help you navigate our resources using a variety of discovery tools. Need to create a prototype for your engineering design class but you reach your creative peak at midnight? Check out our 3D printer or Makerspace. Want to prepare for an important pitch or interview? Book a presentation practice room in the Information Commons.

Imagine you’re embarking on a major research effort. Need funding? Have a librarian introduce you to funding databases like PIVOT and grants.gov. Perhaps you have a grant, but it has open access requirements. Our data management planning and repository experts can help. Aren’t sure how to keep some copyrights in your publications and give others to a publisher? Consult with our Office of Copyright Management. Wherever you find yourself in the research life cycle, we’ll join you there.

Imagine you’re a member of the Tucson community committed to lifelong learning. Want to know more about our rich cultural heritage? Join us for a thought provoking lecture or tour one of our many special exhibits. Active in a community group addressing contemporary issues? Drop in at any Libraries location to search online databases on every topic under the sun. Want to preserve the valuable archives of your family or local group? Consult with one of our expert archivists.
Design and implement innovative programming and provide extraordinary content to advance learning, research and community impact.

**ENGAGING**

_**GOAL**_

Embed content, tools and services into the curriculum to increase student success and jumpstart lifelong learning.

_**INITIATIVES**_

- Partner with faculty teaching research-intensive classes.
- Incorporate tools in campus learning management systems.

**INNOVATING**

_**GOAL**_

Provide research and learning support at each stage of the research life cycle to maximize research productivity.

_**INITIATIVES**_

- Collaborate with Office of Research & Discovery (ORD) and University Information Technology Services (UITS) on an integrated approach to support researchers.
- Provide just-in-time expertise and tools in areas like data management planning and copyright law.

**PARTNERING**

_**GOAL**_

Identify high-value community prospects for partnerships that advance strategic priorities.

_**INITIATIVES**_

- Partner with regional libraries.
- Partner with early recruitment efforts to attract underserved and first generation students to the University.

**SYNERGY**

_**GOAL**_

Create cost-effective and reliable access to content and services.

_**INITIATIVES**_

- Expand relationships with consortia.
- Design virtual library environments that optimize content delivery for a wide range of device platforms and that ensure ADA accessibility.

—I am a GAT in the English Department, so part of my charge is to teach students research and information management. I work closely with the library/librarians in my teaching as well as my own research activities.”

— Graduate Student, Department of English, College of Social and Behavioral Sciences
Renovate, repurpose and invest in library spaces designed to encourage creativity, exploration and application of new ideas.

ENGAGING

GOAL
Become the campus hub that offers choices for active, experimental and out-of-classroom learning where every student can experience a sense of belonging.

INITIATIVES
Create collaborative space with other learning support organizations to offer integrated academic help.

Develop flexible, technology-rich spaces that support a broad range of learning experiences (e.g. maker space, digital media studio).

INNOVATING

GOAL
Amplify research outcomes by testing spaces designed to meet priority research needs.

INITIATIVES
Collaborate with cluster hires to determine specific research support requirements.

Test collaborative spaces used to good advantage at peer institutions to foster interdisciplinary research (e.g. visualization spaces, research commons).

PARTNERING

GOAL
Emerge as the best meeting place for student innovators and community entrepreneurs.

INITIATIVES
Work with Tech Launch Arizona, Innovate UA and the McGuire Center to develop appropriate spaces (e.g. presentation rooms, prototype lab).

Leverage our network of supporters to create new connections in the entrepreneurial community.

SYNERGY

GOAL
Create a balance between space devoted to current and future user needs and access to physical collections.

INITIATIVES
Develop a renovation program plan for all library buildings, leading to a capital expenditure submission in fiscal year 2016.

Fine-tune a comprehensive library-wide collection management framework.

I am writing to congratulate you and library faculty for sponsoring two recent events in Special Collections—the first on corridos and the second on Tucson’s Teatro Libertad—as well as the very fine exhibit on Teatro Libertad in the lobby of the main library. I teach graduate and undergraduate courses on Latin American and Latino literature and culture. Both events and the exhibit afforded my students to learn a great deal more about this heritage.”

— Professor, Spanish and Chicano Studies, College of Humanities
Lead the effort to capture, steward and share the scholarly record and research results of the University.

**ENGAGING**

**GOAL**
Acknowledge and support the expanding role of students as contributors to scholarship and research.

**INITIATIVES**
Celebrate student research excellence with research scholarships and awards.

Collect and manage the artifacts of student learning and research (e.g. recital tapes, dissertations, scholarly posters).

**INNOVATING**

**GOAL**
Ensure sustainable and appropriate access to the outputs of UA scholarship and research.

**INITIATIVES**
Create a record of, collect and manage publications and supplementary materials produced by researchers and scholars.

Develop innovative digital publishing strategies to expand the UA Press' scholarly output and reach.

**PARTNERING**

**GOAL**
Increase awareness, discoverability of, and access to University research outputs and creative activities.

**INITIATIVES**
Utilize UA Press, Special Collections and other outreach activities to introduce UA authors to the community.

Collaborate with Graduate & Professional Student Council, Associated Students of the University of Arizona, Faculty Senate and other interested stakeholders to develop broader understanding of and commitment to open access.

**SYNERGY**

**GOAL**
Co-manage researcher networking services.

**INITIATIVES**
Build awareness of the need for and use of researcher identification systems.

Lead expansion of UA Vitae to include researcher information.

"I love the electronic resources and I have had very good service being able to get articles and books that are not in our own library.”
— Professor, College of Education
Develop and sustain new community engagement and partnering activities that increase the personal and economic well-being of the people of Arizona.

ENGAGING

GOAL
Through K-12 outreach, support University recruitment efforts and help prepare students for a rigorous academic college experience.

INITIATIVES
Increase student awareness of UA programs in priority areas (e.g. STEM, clusters) in collaboration with selected UA colleges and units.

Collaborate with UA Colleges, public schools and tribal or community colleges, to provide instructors with information literacy curricular materials or tools to be used in their classrooms.

INNOVATING

GOAL
Help commercialize University developed intellectual property.

INITIATIVES
Provide market research and competitive intelligence to Business Intelligence Unit of Tech Launch Arizona’s wheel house.

Partner with governmental or industry groups to support entrepreneurship.

PARTNERING

GOAL
Develop partnerships with other special collections and scholarly institutions which hold unique content related to our distinctive collections.

INITIATIVES
Leverage consortia memberships to expand access to performing arts collections.

Identify borderlands collections and partner with their curators to improve access through shared discovery tools.

“Tech Launch Arizona and University Libraries have teamed up to create a new Business Intelligence Unit which will be dedicated to getting University startups successfully launched. This relationship allows our scholars to have unprecedented access to in-depth, actionable information pooled from every accessible University library, database, catalog, publication and article.”

— Senior Manager, Business Intelligence Unit, Tech Launch Arizona
**ENGAGING**

**GOAL**
Work with academic departments, the UA BookStores and other stakeholders to decrease the financial burden on students of acquiring course materials.

**INITIATIVES**
Expand partnerships with the UA BookStores to provide students free access to required course materials.
Help instructors find and use quality, open educational resources and make required course materials more discoverable and usable.

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**INNOVATING**

**GOAL**
Provide immediate access to broadest range of content required to support research excellence.

**INITIATIVES**
Test innovative access approaches such as Demand Driven Acquisitions.
Continuing consortial purchasing agreements.

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**PARTNERING**

**GOAL**
Explore new partnerships with foundations and individual donors to increase philanthropic funding streams.

**INITIATIVES**
Cultivate donors for major gifts appropriate for naming opportunities.

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**SYNERGY**

**GOAL**
Improve effectiveness, eliminate redundancies, streamline processes and reduce costs throughout the Libraries to increase institutional effectiveness.

**INITIATIVES**
Successfully complete the Arizona Health Sciences Library consolidation.
Explore new ways to systematically collect data to inform decisions affecting faculty and students.

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It is still hard to grasp how the Laptop Loaner program has grown, since inception. Twenty Laptops in 2007 to 400 and multiple other platforms, today! Students are able to use resources which are available 24/7 rather than the limited access elsewhere.”
— Donor who funded the original Laptop Loaner program, now the Equipment Lending Program
“The UA library is one of my favorite places to discover in-depth treatments of subjects I am exposed to in my courses.”

— Undergraduate Student, Department of Computer Science, College of Science