



# University of Arizona Libraries Strategic Map 2018-2020

[library.arizona.edu/strategic](http://library.arizona.edu/strategic)

We are charting a course for the University Libraries and its users to thrive in the Fourth Industrial Revolution, a future largely driven by the convergence of our physical, digital and biological worlds.

Our strategic map identifies four directions that will take the Libraries to new levels of impact as essential contributors to student and faculty success. In support of the University of Arizona's land grant mission, we will be vital partners not only on campus, but also in the broader community.

**Shan C. Sutton**  
Dean of University Libraries  
Katheryne B. Willock Endowed Chair

## Four directions. Unlimited possibilities.

We've developed a strategic map instead of a strategic plan because of the additional flexibility it provides in our rapidly changing environment. We know where we want go, and we're committed to four long-term directions. We also know that there are many ways to get there. As we move forward, we'll periodically adjust our course toward these directions through new actions and opportunities over time.



THE UNIVERSITY OF ARIZONA  
**University Libraries**

## LAB

**We strive to be an interdisciplinary physical and virtual lab that transforms the way people teach, learn, research and work.**

### **We are committed to:**

**Fostering collaborative learning communities to experiment with technologies and tools that improve faculty productivity and student success.**

- Create new teaching, learning and research environments in the Student Success District and on the Health Sciences campus, which will leverage deep engagement with technology, collaborative work and active learning approaches.
- With campus partners, establish a network of technology-rich maker and innovation spaces for students and faculty to create and connect.

**Expanding instructional partnerships that enable students to develop information literacy, digital literacy and critical thinking skills to support lifelong learning.**

- Develop a campus-wide digital literacy program with the Office of Digital Learning and other partners that empowers UA students to navigate the world of emerging technologies with critical thinking skills.
- Reimagine and expand the information literacy program, furthering integration into the undergraduate and graduate curricula.

## CATALYST

**We strive to be a catalyst in the UA community for inventing creative approaches to knowledge creation and dissemination.**

### **We are committed to:**

**Advancing open access models that can disrupt commercial domination of the scholarly communication system to increase the impact of scholarship.**

- Work with scholarly societies and researchers to transition journals to open access models managed by academic libraries and scholarly societies through leadership in the Association of Research Libraries' Academy-Owned Open Access initiative.
- Launch the Open Arizona initiative through the UA Press to publish open access monographs on the histories and cultures of the U.S.–Mexico border region with support from the Andrew W. Mellon Foundation.

**Responsibly gathering and utilizing data about student learning and faculty research in collaboration with partners to anticipate and adapt to evolving needs.**

- Participate in the Greater Western Library Alliance Instruction Program Study, involving more than 15 universities and 40,000 students, to investigate the correlation between library instruction and first-year student academic success.
- Explore and implement emerging technologies such as smart building tools to inform improvement of services and spaces.

## CHAMPION

**We strive to be a champion of diversity, social justice and equity in our own organization and in how we work with campus and community colleagues.**

### **We are committed to:**

**Creating for our users and ourselves welcoming, respectful and inclusive spaces, services and practices that meet diverse needs.**

- Partner with student centers to understand and address needs of diverse campus populations.
- Incorporate universal design principles into facilities, technologies and services for learners with different needs.

**Promoting many viewpoints in the way we collect, manage and share our distinctive collections for campus and community enrichment.**

- Develop protocols and policies in partnership with Arizona tribes and campus stakeholders for managing researcher access to archival collections that contain Native American materials.
- Increase discoverability of information about diverse people, organizations and places important to the history of Tucson and southern Arizona by contributing standardized descriptions to the Library of Congress that can be used by cultural institutions across the world.

## CONNECTOR

**We strive to be a connector of people, resources and ideas.**

### **We are committed to:**

**Developing strategic campus and higher education partnerships that leverage our respective strengths for the common good.**

- Establish strategic alliances with campus partners (CyVerse; Data7; BIO5 Institute; Research, Discovery & Innovation; University Information Technology Services) to develop campus-level support for data science.
- In collaboration with campus partners, develop a comprehensive plan for delivering instructional, consulting and research services that support graduate and professional student success.

**Engaging with the communities of Tucson, the state of Arizona and the U.S.–Mexico borderlands as a culturally and environmentally unique region.**

- Collaborate with the Arizona State Library, Archives, and Public Records on a National Endowment for the Humanities National Digital Newspaper Program grant to digitize and make openly-available newspapers that reflect the diverse communities of Arizona.
- Strengthen outreach programming for K-12 students around information literacy and critical thinking skills by working with public and charter school teachers and with community-based organizations in the Tucson area.