The mission of University of Wyoming Libraries is to provide information resources and services to meet the instructional, research, and outreach needs of UW students, faculty, and staff, regardless of location. The Libraries also make information resources available to the state of Wyoming and extend its expertise to the nation and the world. A strong library collection is a university and statewide resource. The state of Wyoming directly benefits from work performed by UW Libraries with external partners to extend access to collections and expertise broadly to citizens of the state.

1. Current Status

The Libraries serve every UW student, faculty, and staff member as its primary clientele. In addition, the Libraries work closely with the Wyoming State Library in providing access to a number of research databases for Wyoming citizens. The UW Libraries have a close partnership with the Wyoming community college, public, and school libraries for a unified and coordinated information network supporting education, economic development, and lifelong learning for Wyoming.

Summary Statistics¹

¹ For complete library statistics, please see http://tinyurl.com/UW-Lib-Stats
No majors are offered by the Libraries but two credit courses, LBRY 3010 and 3020 are taught by librarians. In addition, librarians taught over 331 modules/instruction sessions reaching 6,534 students in FY13.

As the research library for Wyoming, the Libraries serve the citizens of Wyoming through the provision of databases for statewide access, loaning of materials to Wyoming libraries, and leadership on library and information issues including the Wyoming Library Association. UW Libraries are integral to the Wyoming information network.

The strengths of the UW Libraries include:

- Research collections at the Tier 2 level demonstrated by GWLA membership
- Robust online collections including research journals and ebooks
- Nationally recognized faculty evidenced by publications and service
- National reputation for information literacy and assessment techniques
- Positive relationship with UW faculty for instruction and fulfilling the L requirement within USP
- Strong student focused organization
- Growing digital collections including the nationally recognized Digital Herbarium collection
- Expert staff who have weathered budget reductions with professionalism
- Positive statewide relationships with college, public, and school libraries
- Strong regional partnerships including GWLA and the Alliance
- Strong technology infrastructure supporting various library systems
- Positive collaboration with UW/IT and Research Office in support of faculty research
- Forward thinking and award winning services such as Request It! and Prospector
- Student centered facilities that meet current expectations on the role of libraries
- Ability to negotiate favorable collection purchases stretching state resources
- Strong development board assisting with fundraising

Weaknesses and Challenges of the UW Libraries:

- Reduced faculty and staff lines with a growing collection budget and increased focus on instruction
- Staff salaries not in line with current job market
- Faculty salaries compressed and below market
- Need for additional faculty to contribute to university instruction goals
- Collection budget not in line with university Tier 1 aspirations
- Increased costs for technology, shipping, equipment straining operations budget
- Ongoing budget reduction through the staff position salary scraps
- Growing collection is straining facilities and impinging on student learning spaces
- Balance between housing collections and people activities within facilities

Opportunities for the UW Libraries:

- Continued focus on building a Tier 1 research library
- Leverage technology infrastructure to continue to improve access to information
- Focus on digital and scholarly collections will distinguish UW research internationally
- Possible storage facility to relieve space pressures
- Build research support for data management and new modes of scholarship
2. and 3. Major Programmatic Goals for 2015-2020 and Specific Actions to Achieve Goals

STUDENT SUCCESS

Information Literacy is the set of skills needed to find, retrieve, analyze, and apply information, and is a critical requirement for student success and retention as well as building lifelong skills that will support careers. UW librarians provide instruction and guidance for information literacy through course modules, online tutorials, and library credit courses. This is the primary goal for librarians and a fundamental contribution of librarians to the education process. Action items:

- Foster the University’s efforts to ensure early and continued student achievement through librarian participation in the First Year Experience and other USP courses. Integrate information literacy skills and instruction into the appropriate USP courses (L courses under current USP; Com 1, Com 2 and Com 3 courses in new USP). Create instructional materials (tutorials, learning objects) that instructors can embed in courses or that students can use at point of need.
- Provide research support in-person, and through instant message, email, telephone, and personal consultations.
- Provide GA opportunities within Research & Instruction and fieldwork experiences within the Learning Resources Center for pre-service teachers. Provide employment opportunities for students in the Libraries Digitization lab, where digitized materials and born-digital materials are added to repository and database platform that increase access and discoverability.
- Teach credit bearing courses – LBRY 3010 (1-credit) & 3020 (3-credits)
- Teach discipline-specific courses in collaboration with academic departments (i.e. MUSC 5310).
- Embed librarians in courses to provide direct research assistance.
- Add new faculty librarian positions to focus on information literacy, teaching, and research support activities with colleges and departments.

Library as place is becoming increasingly relevant to the way that 21st century students work and learn. With the 2009 addition to Coe Library, we see new ways to define existing space within Coe Library to support student collaboration and create informal teaching and learning spaces within the facility. The growth of physical collections, with approximately 35,000 print volumes added annually, it is recommended the university consider long rang plans for an off-site storage faculty for library collections that would include materials currently located within the Library Annex, freeing up that space for other academic uses.
Action items:

- Continue analysis of tangible collection growth and shift collections as appropriate. Present Academic Affairs with a thorough analysis of space issues within Coe Library, along with a recommendation that a storage facility for library collections be added to the campus facilities plans. Consult with campus and statewide partners about how such a facility might address their space needs.
- Partner with ASUW and UWIT to add equipment that supports collaborative work and study spaces for students.

ACADEMIC EXCELLENCE

Collections are critical for a research, comprehensive, land-grant institution, and the UW curriculum covers a broad range of subjects including STEM, social sciences, and the humanities. The UW information backbone must reflect the comprehensive range of disciplines for both undergraduate and graduate studies. Library collections reflect the university disciplines and will vary in depth depending on the programs and degrees. Library collections are a mix of print, online, and other formats such as DVD, streaming music and videos and microforms, depending on the discipline, availability, and cost. A growing development in librarianship is the creation of digital collections. The past has focused on exposing UW students to the world of information. With digital collections, the Libraries can expose the world to UW’s scholarship. The digital collections initiative focuses on unique research collections such as the UW Herbarium, Wyoming history, and UW student and faculty research. Wyoming Scholars Repository (WySR) is a service dedicated to preserving and providing open access to the scholarly and creative works produced by University of Wyoming faculty, researchers, and students.

Action items:

- Expend funding appropriated by legislature to build research level collections in academic disciplines strategic to UW teaching and research, with particular attention to areas of academic distinction.
- Develop new methods of seeking and incorporating faculty and other stakeholder input into collection decisions. Grow faculty start-up funding for library collections.
- Develop methods to capture performances, recitals, UW conference and symposia content Into WySR. Work with the Outreach school to add content from Saturday University and to reformat UWTV content for preservation and distribution through WySR. Add staff as needed to support this work.
- Review library electronic reserves in light of the campus adoption of Canvas. Explore the possibility of embedding articles in the Canvas platform with input from UW Legal.
- Collaborate with AHC to provide seamless and unified access to all UW digital collections.
- Advance continuous change in the role of liaison librarians as key partners in the research enterprise.
- Conduct ongoing collection assessment and analysis.

Technology is essential to library operations. Libraries are in transition as the information world moves away from a focus on print collections that are owned to electronic collections that are accessed at point of need. Electronic information has facilitated access to information supporting needs of faculty and students regardless of their location. While technology has enabled a number of efficiencies and streamlining of processes, it has also added to the work of librarians and staff requiring constant online maintenance of licensed content and authentication systems to ensure that UW is in legal compliance. The breadth and complexity of the information universe requires that UW Libraries organize and describe information as well as create tools that facilitate access to UW and the world’s collections. This daunting task requires skilled librarians and staff to manage a variety of software applications and to create interlocking discovery systems that connect full text databases to delivery and authentication systems that seamlessly deliver articles to faculty and student desktops. These systems support Outreach endeavors as they ensure virtual students have the same access to collections and services as students on the Laramie campus. UW/IT is a strong partner in the Libraries’ technological infrastructure. Decisions about required servers, storage, and specialized online systems are made by librarians in consultation with IT and funded through the Libraries’ budget.

Action items

- Upgrade the software for the integrated library system in 2014. An upgrade will provide better functionality for reporting and management activities and will increase access to scholarly materials for the students, faculty, staff and general public in the state of Wyoming.
• Acquire streaming audio and streaming video collections, and manage access to such collections in a way that supports teaching and learning. Add hardware and software as needed, and add staff to acquire, manage, and deliver these collections.
• Refine partnership with UWIT to support clear lateral communication and timely resolution of technology issues.

Data management has been a core library function. We live in a world where research data sets are growing in prominence as part of the research life-cycle. Some funding agencies require researchers to provide access to data produced by federally supported research and this trend will continue into the future. Graduate students and faculty need to be knowledgeable about data management principles and best practices, including how to appropriately share and attribute their data, how to prevent data loss, how to locate date for reuse and how to assure preservation of data.

Action items:
• Partner with faculty to teach graduate students best practices for data management through general workshops. This will prepare students for academic and corporate positions through training about data use and management.
• Work with UW IT and the Office of Research to create plan to manage, describe and preserve research data generated by UW, thereby maximizing the visibility of UW research.

Open access publishing is another opportunity to expand the growing online presence of the Libraries exists in the area of publication of online journal and books. In the past years, the library has spent significant resources acquiring electronic resources (both books and journals) from commercial publishers and has invested significant effort in creating unique digital collections. The next frontier of this effort is in building an infrastructure for faculty to publish electronically, through open access online academic journals and e-books. The publishing world is experiencing a period of flux, and some academic disciplines are embracing the concept of peer-reviewed, open access dissemination of research results. UW Libraries can have a role in this change.

Action items:
• Explore options with faculty to move existing online journal onto the bepress publications platform and host them through the library scholarly repository, WySR. Explore options with faculty to create new online journals and monographs and host them through WySR.

External funding complements state funding for a measure of excellence. The Libraries formed a Library Development Board approximately eight years ago with the stated purpose of friend and fund raising. The Board was instrumental in securing state funds for the W.R. Coe Library addition and renovation project and increased collection funding. The Board is currently focused on fundraising activities and expanding the donor base of the Libraries.

Action items:
• Work with Libraries Development Board and the UW Foundation to grow the donor base.
• Explore corresponding collection endowments for every endowed and excellence faculty chair. The collection endowment would ensure that the Libraries can build collections specific to a discipline or research area. Critical collections include energy, digital resources, Wyoming history, business, agriculture, and engineering.
• Create endowed positions for key strategic position within UW Libraries: Head of the Brinkerhoff Geology Library, the Wyoming History Librarian, and the Dean of Libraries. By offering competitive faculty positions, UW will attract nationally recognized scholars within librarianship and can provide leadership and expertise in these areas.

STATEWIDE ENGAGEMENT
Statewide economic development depends on current and robust information. By extending library collections throughout the state, we support economic development not just in Laramie, but in all parts of Wyoming. As the land-grant institution, UW Libraries have been very active in state activities ensuring that investments in UW translate into strong collections for the state. The UW Libraries are leaders in supporting community college, public, and school libraries throughout the state. In partnership with the Wyoming State Library, UW is a core contributor to the Wyoming Library Database (WYLD) providing funding for a number of databases and lending UW materials throughout the state. An investment in UW Libraries is also an investment in the information network for Wyoming. UW librarians and staff
are active in state activities such as providing professional development and training programs to public and school librarians through Wyoming Library Association conferences, and serving on state-wide committees through the Wyoming State Library. Collections and service contribute to the land-grant mission of the university and the Libraries are deeply committed to advancing Wyoming libraries and services throughout the state.

**Action items:**

- Work with the Teton Science School to image the Olaus & Adolph Murie natural history collection to support research in addition to K-12 science education.
- Explore options to expand current access to library databases for UW alumni.
- Provide library services to distance learners throughout the state and UW Casper students and faculty through continued support of a librarian position.
- Engage in an articulation process with community college librarians to bring forward statewide information learning outcomes.
- Provide streaming media content for distance courses to enhance statewide UW presence.
- Partner with the Literacy Research Center and Clinic for grants, fieldwork opportunities, technology education initiatives, and programming for reading and literacy initiatives.
- Continue active participation in regional associations such as the Colorado Alliance of Research Libraries and the Greater Western Library Alliance. These partnerships include collaborative purchases and projects that reduce UW costs and share expertise.
- Continue to engage in international projects with Saratov State University in Russia and the University of the Sunshine Coast in Australia. Continue efforts toward in internationalization through exchanges, sabbaticals, and cooperative projects with other international academic libraries.

4. **Resources Required**

- Collections – increase collection budget to $15 million with an inflationary index to Tier 1/Association of Research Libraries (ARL) standards.
- Staff - add nine senior level staff positions to support electronic collection management, digital collection creation, metadata creation, data curation, marketing, stewardship, and direct customer service. This would bring UW to the bottom quartile of ARL libraries. $48,000 x 9 = $432,000.
- Faculty - add thirteen entry faculty positions, to data management, digital collection building, scholarly communication, and liaison librarian support for college and departments. This would bring UW to the bottom quartile of ARL libraries. $75,000 x 13 = $975,000.
- Facilities – construct a remote storage facility to house materials in the Library Annex (freeing space for science labs, offices, and activities) and a portion of the Coe Library collection to increase student support spaces. Approximate cost $7 million.
- Operations – increase budget to support library technology, shipping, and services, $135,000.
- Create collaborative Research and Development group - collaborative positions with Libraries, IT, OSP, WyGISC to work with database support, data curation and other faculty research needs on campus. 3 staff computer program, data management, web interface positions $75,000 x 3 = $225,000.

5. **Succession Plan**
The Libraries have a robust professional development plan that includes training for department heads as well as for faculty and staff. The goal is to build leadership for departments as well as to build capacity for future advance leadership. In addition, the Libraries are active in university and higher education venues that provide for a broader understanding on how academic libraries support research, student retention, and student success.

**Conclusion**
The impact of technology upon how learning occurs and how research and teaching are conducted make it imperative that UW Libraries continue the current rapid pace for the development of collections, services and spaces to support student, faculty and Wyoming citizen access to information. The listed action items are not exhaustive and will change as the plan matures during the next five years, guided by university needs, opportunities and funding.

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