Creation of the Future 3 – University Libraries' Academic Plan

Introduction

Creating the library of the future is an exciting and daunting challenge as the information and library industry are within a larger environment that is changing how individuals seek and apply information. These trends point to some characteristics that can be applied to academic libraries including:
- o Ubiquitous access to information
- o Instant access to relevant information
- o Information overload with limited tools and skills
- o Information tailored for individuals
- o Pushing information to individuals with tools such as RSS
- o Self sufficiency in locating information
- o Multiple formats such as print and audio
- o Physical centers that support the exchange of ideas and provide variety of activities

The challenge for the University Libraries in the next academic planning cycle is to create an information environment that meets the needs of technologically savvy students who may lack skills in negotiating information resources and applying information to their learning, and the needs of faculty and graduate students who require seamless access to deep collections to support their research. This new environment will be physical and virtual; collaborative and independent; and support self sufficiency while providing guidance.

By 2014, the central goal of University Libraries is to create a research library for the University of Wyoming. The research library will support undergraduate learning, graduate and faculty research, teaching, and lifelong learning for the university community. In addition, the UW Libraries will provide excellence in research materials that benefit the state and provide leadership for Wyoming and the region in research library services. The hallmarks of a research library are:
- o Extensive collections
- o Local digital publishing including scholarly publishing
- o Digital infrastructure that facilitates UW and Wyoming contributions to a global information society
- o Librarians involved in teaching beyond the Libraries and contributing to digital publishing
- o Services that facilitate access to the world's knowledge
- o Facilities that support the university community in accessing and applying information
- o Facilities that support the intellectual enterprise of the university
- o Private funding enhancing state funding

The University Libraries also recognize that a successful research library is characterized by its organization and the Libraries strive for the internal organization to have the following characteristics:

- o Strong relationships with the university, Wyoming and the region in the provision of library services and contributions to knowledge
- o Effective and efficient in the delivery of traditional and digital information
- o Responsive services to the university and internally within our organization
- o Student centered plus support for research needs
- o Nimble and flexible to change with external and internal demands and influences
- o Limited overhead demonstrating efficient use of state funds
- o Supportive and positive working environment for librarians, staff, and student employees

The goal of creating a research library that is responsive to the needs of the university community and the state is daunting. This will require the energy and focus of the librarians and staff to achieve in partnership with the university and state. In the process, we must continue to focus on internal organizational needs. In so doing, we will create libraries, collections, and services that continue to be relevant to our students and further the academic mission of the university.

Motif 1   Building Depth vs. Adding Breadth
UW has many academically distinguished programs. Few, however, enjoy the faculty depth, graduate assistantships, or support budgets to which they aspire. Wyoming's strong economy furnishes an opportunity – indeed, a mandate – to build genuine depth in areas of distinction in which we have struggled to do so for decades.

Analysis of Faculty and Staff Positions
The success of an academic library depends not only upon the collections it owns or provides access to but also upon the services it provides. Human resources are central to service provision within libraries, and their form needs to evolve with the Libraries' function.

Action:
- It is crucial that UW graduates be prepared for life in a knowledge-driven, technology-based society. The Libraries have a primary role in providing an information literate student body, and will ***continue to seek opportunities to expand UW's information literacy curriculum*** through faculty and staff positions and initiatives.
- Reference and instruction services in support of the curriculum must effectively reach a "virtual" and technologically sophisticated clientele. To deliver these services successfully, support for electronic services and research collections requires special expertise and more, not fewer, staff hours.   UW Libraries will ***examine staffing needs for building digital collections and digital publishing.***   We already see new roles and responsibilities developing, as librarians become experts in database licensing, access without ownership issues for leased content, and organizers of digital content created at UW.
- In pursuit of the goal of creating a research library, library staffing must be examined. The Libraries will ***conduct staffing analysis as part of UW's goal to build a research library with GWLA and ARL as benchmarks. ARL status would require additional faculty and staff lines in support of national research goals.***
- As the form of information evolves, UW Libraries must perpetually evaluate the functions of library workflows and positions. The Libraries will ***assess internal workflow processes as a result of the implementation of new central software (see motif 3).*** Each time a position is vacated, needs are closely examined to assure that positions are properly deployed. The Libraries will ***explore outsourcing routine work where appropriate and financially feasible.*** The Libraries are also committed to the principle of having librarian and staff positions follow the work of a dynamic, academic library.

University Scholarship – Digital Distribution, Access, Archive
As the environment for faculty publishing changes due to high publisher pricing, federal initiatives to publish federally sponsored research, and technology that supports discipline publishing, the Libraries need to provide training and mechanisms that support online publishing at the university level.

Action:
- Online publishing at the university level is economically and ethically advantageous over traditional models involving expensive, commercial publishers. The Libraries can provide direction and expertise by ***continuing to participate in the Alliance Digital Resource project that provides the framework for faculty publishing (See motif 2).*** The Alliance Digital Resource project capitalizes on the synergy of UW's resources along with Colorado State University and the University of Colorado-Boulder, as well as several other libraries along the Front Range.
- Through digitization of UW's contemporary and historical material, the Libraries can effectively aggregate and facilitate access to scholarly resources across all University departments. The Libraries will continue to ***investigate the direction of the university opportunities to publish unique university resources and create digital repositories.***
- Beyond creating digital places for University Scholarship, the Libraries' ultimate role is to ***provide training and information for faculty for online publishing and dissemination.*** This applies to digital repositories specific to UW, as well as NIH mandates for using PubMed. Training of faculty by the Libraries makes online publishing and dissemination a sustainable alternative to the expenses and limitations of traditional scholarly publishing.

Libraries as the Intellectual Center of the University
The newly constructed addition to W. R. Coe Library provides an opportunity to revision the use of space within the Libraries. Dynamic new space can create new environments that stimulate UW's intellectual community. Balancing this opportunity are the traditional uses of the Libraries to house the collections, provide study areas, and conduct teaching in information literacy.

Action:
- The Libraries are the "laboratories" for the humanities to support research and the exchange of ideas. ***In conjunction with the university community, the Libraries will look for opportunities to build Coe Library into an intellectual center for faculty development, discussions, and programming.*** As meeting spaces increase and improve, the Libraries have an opportunity to host special events such as book readings, faculty presentations, and seminars particularly for the humanities.
- The Libraries need to balance the use of new meeting areas with building partners such as ECTL, as well as other organizations and activities external to the Libraries but internal to the University. The Libraries will ***develop building***

use policies for non-library events, to standardize procedures and guidelines for having them in Coe Library.

Collections

Increased funding during the 2006 and 2008 Legislative sessions have afforded the Libraries the opportunity to address critical collection needs in support of teaching and research. However, the increased funding must be directed toward critical areas and be strategically positioned to maximize current and future purchases.

Action:

- The Libraries will need to build depth and breadth in the collection, targeting new areas of emphasis and programs supporting the university curriculum. As such, the Libraries will ***develop a strategic budget plan directing new funding toward targeted areas and examining the relationship between books, journals, databases, and other materials.***
- Locating the Hebard Wyoming Collection within Coe Library also provides the Libraries an opportunity to reexamine their Special Collections and expand the special collections into targeted areas already a focus for the Libraries such as Wyoming history, western history, botany, and energy. The Libraries will ***develop a Special Collections collection plan that strengthens existing collection strengths and expands Special Collections into targeted areas.***

Motif 2   Areas of Distinction
As part of the academic plans developed in 1999 and 2004, UW identified six areas of distinction. Areas of distinction are broad areas of academic inquiry and curriculum in which the institution has both an existing foundation in faculty expertise and a commitment to sustained and increasing prominence. In alphabetical order, the areas of distinction indentified in the 2004 academic plan are as follows:

> *Critical areas of science and technology*
> *Cultural assets, arts, and humanities*
> *Environment and natural resources*
> *History and culture of the Rocky Mountain region*
> *Life sciences*
> *Professions critical to the state and region*

These areas are neither carved in stone nor codified in regulation. Still, it makes little strategic sense to change an institution's major academic directions radically from one five-year planning period to the next. A central task for the 2009 plan will be to refine and reinforce these areas.

Cultural Assets Working Group (Action Item 1 from APII)
Academic Plan II established a new university working group to bring together various university partners to discuss and coordinate joint issues relating to cultural assets of the university.

Action:
- The Libraries need to be a critical partner in this working group to collaborate on training, joint projects, preservation, and space needs. ***The Libraries will participate and work with its university partners on promoting access and management of our collective collections,*** including acquisition, aggregation, organization, storage, and access of UW's cultural assets.

Research library development – create a research library for Wyoming
The Libraries have been unfunded for decades in its effort to develop a research collection on par with UW's peer research institutions. This was verified in 2004 when UW was not approved for membership in the Greater Western Library Alliance due to the small collection size, limited collection funding, and limited budget adjustments. As a result of the GWLA external review, one time funding was awarded to UW to target library collections. FY07 and FY08 had a onetime funding increase of $4.6 million for the University and Law Libraries. The university received additional ongoing funding for FY09 and FY10 with the goal to reapply for GWLA membership in 2012. This commitment to build a research collection will be a university achievement and the Libraries will continue to evaluate and build collections appropriate for the university and state. (Related staffing and collections issues are noted in motif 1.)

Action:
- UW's parity with peer research institutions in terms of collection budget and size, along with the subsequent attainment of GWLA and ARL memberships, are crucial benchmarks for UW to successfully create a research library in support its role as a research institution. ***With the university, the Libraries will request additional funding for the Libraries in 2010, 2012, and 2014 with the goal of achieving parity with peer institutions and GWLA and ARL memberships.***

Digital library collections

UW Libraries provide print and electronic collections that support teaching and research at the University of Wyoming. The creation and inclusion of digital collections within the Libraries will provide an additional level of support for teaching and research. UW Libraries are currently participating in a collaborative project with the Colorado Alliance of Research Libraries, a consortium of eleven major libraries located in Colorado and Wyoming.

Action:
- The purpose of the Alliance Digital Repository, or ADR, is to provide services for access to and preservation of digital assets inherent to the research, information, and education missions of member institutions. The Libraries will **continue participation in the ADR.** Electronic theses and dissertations, Undergraduate Research Day presentations, and digitized type specimens from the Grand Teton National Park Herbarium are examples of current UW content included within the ADR.
- ***The Libraries will focus digital collections on university areas of distinction, and target unique Wyoming publications, aerial photos, and maps as candidates for digitization.*** The Libraries are uniquely well placed to publish these outputs of the institution, and we address an important need by making digital space accessible to members of the academic community and managing the space for accessibility and preservation.
- Facilitating digital research collections requires special expertise and more, not fewer, staff hours to deliver successfully. ***The Libraries will identify staffing needs for digital collection building and publishing (see motif 1).***
- ***Creation of digital collections includes costs for conversion of print materials into digital format, for the technical skills of staff to maintain them, and for the costs associated with providing online access, such as server costs, bandwidth costs and digital preservation costs. The Libraries will identify ongoing funding needs for digitization.***
- One purpose of providing digital collections is to support and enhance the educational mission of UW. ***The Libraries will investigate incorporation of digital collections into the curriculum.***
- Collaboration with other University organizations can strengthen digitization activities across the University. ***The Libraries can form a digitization workgroup that includes other University partners, such as the American Heritage Center.***

Motif 3   Promoting Access
As a public land-grant institution, the university has an historic commitment to access to higher education. Access also refers to our responsibility to guide students and to hold ourselves accountable for how much they learn.

Collection Access and Services
Access to library collections is critical. There has been a profound change in customer expectations with regard to information discovery and delivery systems. While books on shelves will never go away, library collections are becoming more electronic and digital. Information systems must provide seamless discovery and delivery of these collections regardless of format.

Action:
- The Integrated Library System (ILS) is a core tool of the Libraries. This software suite automates essential processes within the library, such as circulation, acquisitions, cataloging and the public access catalog. The Libraries conducted a thorough analysis of the ILS marketplace in 2007 to determine which software best meets our needs.   As a result of that analysis, the Libraries will ***move forward with implementation of new ILS software that will meet our dual goals of solid performance in core functionality, like circulation, acquisitions, and cataloging, and advanced capabilities for end users. The Law Library the AHC would also benefit from the new software and will be involved in the transition to the new software.***
- The UW Libraries use a number of tools to describe library collections and allow users to find them, either electronically or physically.   Other tools are also critical for information provision. Prospector, a project of the Colorado Alliance of Research Libraries, offers UW customers instant access to over six million unique titles from 23 participating libraries, permitting the users to easily place an order for material that will be delivered to Laramie.   ***Along with the new ILS, the Libraries will acquire a "next generation" library catalog. These tools are designed less like inventory lists and more like finding aids. They are capable of doing things with found items beyond listing them. They link and push information to the user and allow the user to manipulate it. They are built with open standards, open source software, and open content in an effort to increase interoperability and modularity, and to advocate the free sharing of ideas.***
- Just as knowledge and information are not static, neither is the software used to deliver it to library users. The libraries will ***regularly evaluate existing and new software to improve access to and services for information delivery.***
- The Request It service was developed by the Libraries in 2007. UW students, faculty and staff can request books, journal volumes, journal articles and other materials, regardless of whether they are available in the UW Libraries, online or in libraries around the world. Request It combines features of the former Interlibrary Loan service with electronic desktop delivery and physical retrieval services within a single patron request form. After a user submits a request, the

software routes it to the appropriate location for fulfillment. The Libraries seek to **secure increased operational funding (support budget) to support access tools/services for the Libraries, AHC and the Law Library.**

- RAPID, an article delivery system developed by the Colorado Alliance of Research Libraries, provides electronic delivery of individual articles, and will be implemented by the UW Libraries in 2008. **RAPID allows library patrons to order articles and receive them online via a secure Web page. If no RAPID library holds the item, the request will automatically transfer to the borrowing library for normal ILL handling. In the case of UW, the request would revert to the Request It system. The Libraries will evaluate RAPID in terms of productivity and cost efficiency.**

- Certain populations have special access issues. The Libraries have a long standing commitment to the provision of services and collections to outreach students and faculty*,* and will **continue to work collaboratively with the Outreach School to provide library services to distance and online students.** As this portion of the University's enrollment continues to grow, it is imperative that the Libraries do all they can to assure that the unique needs of those that teach and learn at a distance are met. The Libraries have a professional position designated to work with the Outreach School but all services must be designed for traditional and outreach students.

- Access to library services and collections is crucial to student success, and the Libraries will **work closely with student success programs such as LeaRN and Synergy,** to support these programs and the students they serve. In addition, the Libraries will **examine the role of librarians in working with students and develop new ways to work with students building on "Book a Librarian" and Remote Reference.**

- A group of UW librarians secured an assessment grant from the Ellbogen Center for Teaching and Learning in 2007 to design and execute a study to assess student learning as a result of TIP*. **The Libraries will build upon the results of the study to modify tutorial content and maximize student learning. The Libraries will continue to develop methods to assess library instruction.***

- Another aspect of access to information is the ability to critically evaluate and apply it. It is crucial that UW graduates be prepared for life in a knowledge-driven, technology-based society. The L requirement within the USP program requires students to demonstrate their abilities to acquire, process, communicate, and critically evaluate information. Currently, students meet the requirement by taking the TIP tutorial and passing the corresponding quiz. We want to grow the scope and quality of our instructional effort to better integrate librarian expertise into the curriculum. **The Libraries will develop and teach for-credit courses that satisfy the L requirement. LBRY 3010, a one credit online course, was initially offered in spring 2008 semester and will be offered on an ongoing basis. The current enrollment is 29 students. LBRY 3020, a 3 credit course, will be offered in the fall 2008 semester. Both of these will expand the opportunities for students; particularly transfer students, to satisfy the L requirement.**

Diversity and Internationalization

The Libraries serve a diverse student and faculty population and strive to provide a variety of materials that support teaching and information with a wide variety of global publications. In addition, the Libraries work in an increasingly global information environment requiring knowledge of international programs.   As part of the Libraries' service mission, it is our goal to make available our resources and expertise to our state, nation, and the world.

Action:
- UW Libraries seeks to effectively serve all UW students, *and supports international students and diversity goals of the university in both collections and services.*
- UW's sister institution in Russia, Saratov State University, provides opportunities for establishing a mutually beneficial relationship on an international level. *The Libraries will continue to work on Saratov State University partnerships building upon the successful joint history project. Additional initiatives include digitization of unique collections at Saratov State, sharing and improved access to metadata, and exchange of librarians.*
- In addition to working with Saratov State University, the Libraries will look to *expand library activities to other UW sister and cooperative universities,* such as Australia's University of the Sunshine Coast.

Motif 4   Fostering Excellence
…many of UW's most fertile opportunities to foster excellence reside in the areas of distinction. Others reside in the institution's responsibility to build excellence in human capital. Yet a third category of opportunities revolves around the need to plan for excellence in UW's capital facilities…

Future of librarianship – changing roles for libraries
Technology and globalization have changed how individuals seek, discover, and apply information and while many of these changes can be argued as to effectiveness there is no argument that students and faculty find and use information differently. Within the global information environment, what is the role of librarians? *Creating the Future* provides an opportunity for the Libraries to examine the future role of librarians and libraries in higher education.

Librarians are facilitators of academic productivity, with potential to expand both the range and depth of creative work of faculty and students. Insofar as librarians can streamline the processes that support research and learning, they will be adding value to the enterprise of the institution.
In the future, librarians will find it necessary to devote more time to:
- negotiating licensing agreements with digital providers
- acquiring access to important databases and digital collections
- implementing new software to provide improved patron access
- developing an infrastructure for the storage and delivery of academic resources
- teaching within the classroom with strong partnerships with the teaching faculty

Librarians need:
- strong technical skills
- ability to identify specific areas in which technology can advance the academic mission
- strong skills in pedagogy
- active engagement with the entire academic enterprise

Library staff need:
- Strong technical skills
- Flexibility to deal with rapid change in the workplace
- Specialized training for software and delivery systems

Action:
- Cross training within the Libraries creates more adaptable librarians, as well as improved relationships across library departments. ***The Libraries will continue to provide interim opportunities within the Libraries for librarians to learn new skills or work in new areas to facilitate professional growth and development.***

- Leadership is an ability rather than a position, and the Libraries can benefit by developing the leadership of librarians across the organization, even if they do not currently hold administrative positions. The Libraries seek to *create internship opportunities within Library Administration to facilitate development of management and leadership skills on the part of librarians.*
- In addition to creating internship opportunities within library administration, the Libraries can *improve management training and develop succession programs, career enrichment including developing excellent managers and leaders.*
- Great professional ideas and initiatives can often be found outside of the organization, and opportunities should be presented to bring them into the organization, either directly or indirectly. *The Libraries can expand professional development and training activities for staff and librarians incorporating best practices from libraries and technology fields.*
- Burnout and job dissatisfaction among staff are detrimental to improving morale and productivity. Understanding the work of other departments can improve an understanding of broader organizational knowledge. *The Libraries will explore opportunities for systematic cross training to increase job satisfaction on the part of staff.*
- Frequently, personnel in staff positions have outstanding potential to become faculty librarians, but the opportunities for them to earn the professional degree and make the transition are simply not available if they remain at the University of Wyoming. Furthermore, the number of qualified librarians available for librarian positions continues to decline while job openings are projected to increase. *The Libraries would like to explore recruitment and development of staff for library school and training as the librarian market continues to shrink.*
- As librarian salaries improve, so does UW Libraries' strength in recruiting quality candidates for faculty positions. *With Academic Affairs, the Libraries will continue to improve librarian salaries to bring salaries to market level, with the goal to exceed market.* The continued improvement of librarian salaries allows UW Libraries to keep quality librarians committed to serving the University of Wyoming.
- Within the past three years, retirements of three faculty librarians removed nearly 100 years of collective, cumulative experience from the organization. As the profession continues to "gray", a notable downside is the sudden loss of cumulative professional experience due to retirements. *The Libraries seek to explore opportunities for phased retirements for individuals who wish to transition from active employment.* Such opportunities could prove beneficial to the organization as well as the individuals involved.
- Faculty and staff who comprise UW Libraries can benefit from taking a step back and evaluating their role and UW Libraries' role in support of the University of Wyoming and its mission. The Libraries seek to *participate in and contribute to the University's accreditation self study and review in 2010.*

Facilities – Analysis of Coe Addition and a Possible Future Storage Facility
The addition and renovation of Coe Library will be completed by 2010; however, space planning was developed in 2002-2004 prior to increased legislative funding which has doubled the acquisition rates for the collections. The university will need to consider additional space to house the collections and to ensure that student space is preserved within the main library.

Action:
- Given the increased size of the collection and future growth, Coe Library will be full by 2015 and the Library Annex is already full. ***The Libraries will analyze space needs of Coe Library to reflect collection growth predictions as a result of increased legislative funding.***
- Although Coe Library, the Geology Library, and the Library Annex have undergone extensive renovations to improve form and function, the Learning Resource Center has remained virtually unchanged, with no designated office space. ***The Libraries will assess the space in the Learning Resource Center for improved public activities and a private office space for the department head.***
- Although Coe Library will open with a new addition, building renovation, and new furniture, other library facilities vary in their states of age, condition, furnishings, and available equipment. ***UW Libraries will regularly assess all library facilities for maintenance funding and regular refreshment of furniture and equipment.***
- Within facility planning, it is recommended that the university consider ***long range plans for an off-site storage facility*** for library collections that may also include materials within the Library Annex. The Library Annex space may be turned over to academic needs within the Sciences.

Motif 5   Cultivating Leadership
Few states look so consistently to their flagship university for leadership.

This statement is not only true for the university but also true for the libraries as UW is the only research library in Wyoming. The University Libraries have a responsibility to provide leadership in librarianship and information technology for the state and to facilitate collaboration among Wyoming libraries. The Libraries already work effectively with the Wyoming State Library, community college libraries, and the county libraries but this relationship requires constant attention and participation in statewide activities. The Libraries will look for opportunities to extend our collections and services throughout the state and will share expertise with Wyoming libraries.

Action:
- ***Continue to partner with the Wyoming State Library for the development of and delivery of statewide services within WYLD,*** as well as catalog sharing, database purchasing cooperatives, professional development, and training for other librarians throughout the state. UW Libraries training through the Regional Medical Library program has been and will continue to be beneficial for Wyoming public libraries.
- U.S. government publications are valuable resources that inform Wyoming citizens but the Federal Depository Library Program is out of date and focused on traditional print collections. Wyoming has an opportunity to demonstrate new services that support improved access, education for Wyoming librarians, and efficiencies in managing print collections. ***With the State Library, the Libraries will implement and evaluate the Federal Depository Library Program pilot project for regional services for Wyoming.***
- Collaborative activities between UW Libraries and the libraries of Wyoming community colleges can synergistically improve both organizations. ***UW Libraries will continue to work with the community college libraries on joint programs to support Wyoming academic libraries.***
- Considerable investment of time and money is often required when negotiating contracts with database vendors and publishers, and smaller libraries throughout the state can effectively benefit from the terms of those agreements. ***The Libraries will seek to extend licensing contracts to the state where financially feasible and logical for statewide information needs.***
- As UW Libraries has more librarians and staff than any other Wyoming library, the Libraries are in an excellent position to ***support Wyoming professional development activities through the Wyoming State Library and the Wyoming Library Association.***
- UW Libraries can provide leadership and create goodwill statewide by ***participating in Wyoming library activities including financial support and service such as the Wyoming Book Festival.***
- The Libraries are key partners with academic libraries in the region and with libraries of similar interests, and these relationships can be very beneficial for UW. ***UW Libraries will pursue partnerships with members of the Colorado***

> *Alliance of Research Libraries to strengthen research library activities and facilitate resource sharing.*
- The Libraries need to evaluate current and future partnerships examining the goals of the organizations, effectiveness, and required resources (dues and commitments). *The Libraries will actively evaluate its member organizations, such as BCR, ESIG, AgNIC, and others, to assess their benefits to UW based on the Libraries' investment.*

Items not mentioned in the motifs

Development – fundraising

Private funding enhances state funding by providing targeted funds to especially worthy projects. Private funding also complements state funding in providing flexibility to achieve goals that may not be state supported.

Action:
- Private and corporate support can play a vital role in expanding and enhancing library services and resources. *In order to sustain the research library of the future, the Libraries will be aggressive in seeking private and corporate support to enhance the services, collections, and positions of the Libraries.*
- The state of Wyoming has made a considerable investment in the Coe Library addition and renovation. *To sustain the state's investment in the building, the Libraries will develop a Coe Library building campaign to create endowments* and allow Coe Library to remain an outstanding library facility*.*
- The Library Development Board, with its statewide and regional contacts, has been instrumental in private fundraising activities for the Libraries. The Libraries will *further develop the Library Development Board, seeking new members and focusing the board on priority projects for fundraising and advocacy.*

PR – Promotion of Libraries

Libraries are a commodity that many take for granted and by nature, libraries are not self promoting. But in serving the virtual customer, it is sometimes difficult to brand a service or collection to a student or faculty member. Many assume that when they access an online resource that it is free of charge instead of provided by the Libraries.

Action:
- As a way to distinguish and attribute quality among library resources, *the Libraries will seek ways to brand products and services that are funded by the university.*

- UW Libraries ultimately improves resources and services for the benefit of the University community. ***The Libraries will also use methods to promote access to new resources and services keeping the university informed of changes within the Libraries.*** It is important that users are not only aware of new resources and services, but understand how those resources and services can improve what they do at the University of Wyoming.

Conclusion

The University Libraries have created physical and virtual collections and spaces that effectively deliver information and contribute to the education and research needs of the university. But technology, expectations, and a changing student body will require that the Libraries continue a rapid pace of development and change not allowing librarians and staff to sit on their well earned laurels. The listed action items are not exhaustive and will change as the plan matures during the next five years. As a guiding document for the future, the plan is flexible and broad based that will change according to university needs, opportunities, and funding.

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