Fogler Library

Strategic Vision and Values: Draft Goals and Strategies

1) **Fostering Learner Success**

   The university is committed to fostering learning for all. We provide access and opportunity in and out of the classroom to prepare students for career success and civic engagement. Our faculty and staff support lifelong learning through excellence in teaching and co-curricular activity. Our inclusive community welcomes all learners and strives to sustain an enriching environment in which they can flourish and succeed.

   a) **DRAFT GOAL: Reduce cost of education for learners**

   i) Strategies:
      (1) Encourage adoption of Open Educational Resources (OER) instead of requiring expensive classroom materials purchases
      (2) Encourage and reward development of OER resources by faculty
      (3) Mandate a limited number of options for standardized course management software used, rather than have faculty select multiple systems that require students to pay extra fees
   ii) Indicators:
      (1) Collect and publicize data on average course resource purchase cost in selected textbook-heavy courses, and track OER adoption and cost reduction over time
      (2) Track number and use of course-related OER resources published in UMaine's institutional repository, Digital Commons

   b) **DRAFT GOAL: Improve awareness and availability of student support services**

   i) Strategies:
      (1) Educate staff across departments about services available to students.
      (2) Publicize pathways and points of contact for support services throughout the academic year
      (3) Educate students on the variety and availability of support services early in their academic career
      (4) Offer online tutoring in the evenings and on weekends, with 24/7 service during the last two weeks of classes.
   ii) Indicators:
      (1) Increases in usage of current support services
      (2) Survey results from students about the availability of support services

   c) **DRAFT GOAL: Prioritize information literacy competencies for all students**

   i) Strategies:
      (1) Hire additional information literacy librarians and others to co-teach basics of research, critical thinking skills, and successful student habits

(2) Implement information literacy training in curriculums across campus
(3) Require information literacy proficiency for all first year students
ii) Indicators:
(1) Qualitative in addition to quantitative entrance and exit interviews with students
(2) Comparative analysis of increased information literacy competency as perceived by faculty of upper-level courses.

d) **DRAFT GOAL: Emphasize teaching quality** (rather than focusing on enrollment and retention per se)
i) Strategies:
(1) Hire teaching-only tenure-track faculty instead of adjuncts
(2) Reward teaching excellence with appropriate salary and benefits packages
ii) Indicators:
(1) College of Education should be able to provide some indicators in this area?

e) **DRAFT GOAL: Encourage education of employees**
i) Record education and training received outside of mandatory UMS training during annual review process
ii) Directly target relevant learning opportunities to employees with specific job functions and responsibilities

f) **DRAFT GOAL: Provide learning opportunities to all Maine community members**
i) Promote the use of campus research resources, including information accessibility and dissemination
ii) Incentivize the creation and support of experiential and service learning opportunities

2) **Creating and Innovating for Maine and Beyond**
As Maine's land grant and sea grant institution, we produce new knowledge to serve the state, the nation, and the world. Innovation, creativity, and discovery are fundamental to who we are and what we do: they help us serve the people of Maine and people everywhere. We train the next generation of leaders to solve problems and promote solutions for the challenges we all face.

a) **DRAFT GOAL: Provide consistent core research and information resources across all University of Maine System campuses**

i) Strategies:
(1) Consolidate UMS library acquisitions budgets under one budget managed at Fogler Library
(2) Increase funds in order to supply existing resources systemwide as recommended by the report to the Chancellor in December 2017
(3) Provide library acquisitions a percentage of grant overhead/indirect in addition to base budget
ii) Indicators:
(1) Track increased availability of resources as they become accessible by students, faculty, and staff at all campuses
(2) Track changing usage levels of resources

b) DRAFT GOAL: Publish research performed at UMaine under an open access (OA) model

    i) Strategies:
        (1) Mandate deposit of pre-prints or other article formats in UMaine's OA institutional repository
        (2) Require that open-access publishing fees be written into grant proposals, if authors intend to publish with a for-profit major publisher that would otherwise impose a barrier to dissemination of research
    ii) Indicators:

c) Draft GOAL: Provide consistent core services across all University of Maine System campuses

    i) Strategies:
        (1) Centralize UMS library services under the service departments at Fogler Library
        (2) Utilize existing electronic and other purchased services to manage back-office operations for the UMS system libraries
    ii) Indicators:
        (1) Track usage of services to make adjustments to service levels
        (2) Track time-to-deliver services to ensure consistent delivery of service to all campuses

d) DRAFT GOAL: Strengthen ability to access research and educational resources of diverse types

    i) Strategies:
        (1) Promote the Maine Business, Science and Technology Library, and the Patent & Trademark Resource Center
        (2) Develop strategies for finding and applying for grants
        (3) Identify specific areas knowledge that are key to innovation in Maine.

e) DRAFT GOAL: Provide research tools to facilitate use of existing research data.

    i) Strategies:
        (1) Make online data visualization tools publicly accessible on the University web-site to facilitate the discernment of subtle patterns in research data.

3) **Growing and Advancing Partnerships**
We collaborate with many partners to advance the cultural, economic, and civic interests of communities throughout Maine and the world. As a public flagship university, we are stewards responsible for the resources entrusted to us. Through our engaged partnerships, we seek to make a difference in science, industry, commerce, state and local government, and the arts for the present and future betterment of all.

    a) **DRAFT GOAL: Ensure employees, students, and citizens alike can gain understanding of existing partnerships**

        i) Strategies:

       (1) Create a searchable resource that can provide partnership information by region, research area, potential impact (education, jobs, investment)

       (2) Promote the resource to the public (citizens), prospective employees, prospective students

   ii) Indicators:

       (1) Collect user statistics electronically (page views and searches) as well as during admissions, job application process, and other contact points with stakeholders

b) **DRAFT GOAL: Improve community relationships and outreach**

   i) Strategies:

       (1) Increase number and visibility of public parking spaces on campus

       (2) Launch campaign to make campus more welcoming to public

       (3) Establish formal relationships with municipalities to bring UMaine expertise to bear upon local issues

       (4) Devise innovative ways of supporting citizens individually

       (5) Establish presence (e.g., residence halls, office space, classrooms, etc.) in certain localities, such as downtown Orono, for better community/campus integration

   ii) Indicators:

       (1) Determine and create appropriate ratio of parking spaces for UMaine and public vehicles. Employ wayfinding best practices to make lots easily located

       (2) Establish metrics to demonstrate effectiveness of campaign

       (3) Track individuals assisted and assess efficacy of effort

       (4) Generate cost/benefit analysis per square foot of space created

c) **DRAFT GOAL: Develop a reputation for ease of collaboration**

   i) Strategies:

       (1) Seek opportunities for highly visible collaborations with Maine's large employers

       (2) Make research resources available to Maine community members by promoting the Maine Business, Science and Technology Library and build on close working relationships with libraries and other research institutions state-wide