

UW Tacoma Library Strategic Plan

2016-2021

Finalized April 2017



Executive Summary

Major Strategic Projects

Establish a Learning Commons

1. Establish a Learning Commons Visioning Taskforce to complete a report by Winter Quarter 2018.
2. Build on history of collaboration with the TLC, integrating services as is feasible.
3. Create more student-focused space in the library, which may require investment in off-site storage for collections.
4. Invite campus partners into the library at known points of need in order to provide relevant services.
5. Secure space, furniture, technology, staff, and partners to implement a Learning Commons that supports the UW Tacoma mission of student success.

Model transformational and synergistic partnerships at all levels

6. Build on existing community relationships and share the results of these partnerships with campus.
7. Establish a “Center for Public and Digital Scholarship” bringing together faculty, staff, and students across UW Tacoma to facilitate publically engaged scholarship.
8. Leverage our relationship with UW Libraries to enhance UW Tacoma’s resources and services (e.g. Open Access).
9. Work with faculty and staff across UW Tacoma to contribute to a rich faculty development program.
10. Build a culture of events that is open to the larger South Sound region.

Develop a staffing strategy that corresponds to campus growth and national standards of excellence

11. Establish a library workforce committee to create a service catalog, mapping this document to campus needs and priorities as well as library standards by fall 2017.
12. Develop a process or mechanism that enables the library to eliminate services as necessary due to limited resources or evolving library standards.
13. Work with partners throughout UW Tacoma to establish a staffing model and policies that are based on campus growth.
14. Document of staffing needs and emerging library roles to inform future staffing decisions, aligning services and library positions to campus priorities.
15. Increase staff by at least one position per year throughout the realization of this plan.

Facilitate emerging forms of scholarship at UW Tacoma

16. Offer workshops that encourage, support, and explore emerging forms of inquiry, research, and scholarship.
17. Partner with faculty interested in incorporating emerging research practices into their courses.
18. Invest in digital platforms, tools, and resources that encourage the creation and dissemination of publically-engaged scholarship.
19. Showcase faculty research to encourage cross-campus collaboration, connect students to mentors, and amplify the reach of UW Tacoma scholarship.
20. Work with UW Tacoma faculty to explore new models to assess the impact of scholarship.

Utilizing technology integral to today's information environment

21. Maintain current and cutting edge knowledge about emerging technology.
22. Build tutorials, our website, and the library's technology environment with a data-informed understanding of how today's users interact with information.
23. Foster a culture of digital technology learning and experimentation through workshops and discussion sessions.
24. Expand on our existing service model that enables students to have access to emerging tools and technologies.
25. Evaluate new technology services based on their potential to integrate with UW Tacoma curricular needs and pedagogical interests and work with faculty to implement them.

Library Strategic Priority

26. Tell our story.

Message from the Director

The aspirations in this plan are bold. They are so because of the unique time and circumstances in which we find ourselves in 2017 but also because that same boldness appears in the UW Tacoma Strategic Plan “Charting Our Course.” A university driven by an access mission needs a library that is central to the work of student success. A university that prioritizes publicly engaged research needs a library that can provide leadership and infrastructure for this work.

It is an exciting time to be at UW Tacoma and part of this library. We look forward to working with collaborators, partners, and colleagues across the institution to help UW Tacoma exemplify the work of Urban Serving Universities.

Together We Will.

Lauren Pressley
Associate Dean, UW Libraries
Director, UW Tacoma Library

Introduction

The UW Tacoma Library staff is pleased to offer a strategic plan that stakes out a contemporary vision for the library and its role on campus, further enabling it to enhance the mission and positive impact of the University of Washington Tacoma. With new leadership in many areas across the university and a recently completed campus-wide strategic planning initiative, now is an ideal time to examine the library as it is evolved and to position ourselves as vital participants in the University’s strategic goals. Implementation of this plan will transform the information landscape for UW Tacoma. By fulfilling this plan, the Library becomes even more essential to the mission of UW Tacoma and to the success of students, faculty, and staff. Moving far beyond a campus served primarily by an undergraduate branch library, five years from now UW Tacoma will have a library that is a catalyst for learning, research, and scholarship. The Library will be a nexus of services, expertise, infrastructure, and environments designed to help students achieve their dreams and faculty to create new knowledge that positively impacts the local community and beyond. UW Tacoma’s Library will be a place for the community to come together around shared interests to learn, achieve, create, and reflect.

Methods

A library exists to support its community. As professionals we learn, understand, and apply professional practices, ethics, and values to the context in which we operate. As such, this plan is as much of the community as it is of the library. This strategic plan is the product of years of information gathering from our users, a summer-long intensive strategic planning process, and feedback from the community on whether our proposed direction is the correct one.

The plan was constructed in a series of half-day retreats over the summer of 2016. Library staff gathered to talk about trends in the field, observations of our users and community, data on library use and feedback, and where we hope to go as a library.

As part of these discussions, we utilized data from our tri-annual surveys of undergraduates, graduate students, and faculty. We relied on both the UW Tacoma and the UW Libraries strategic plans. We looked into the data provided as part of the UW Tacoma strategic planning process to ensure that our discussions aligned with the larger community. We examined model libraries at institutions of similar size and student populations. Finally, in the Fall and Winter of 2016, we vetted this plan with stakeholders throughout UW Tacoma and the UW Libraries to ensure that we mapped out a path that would help our users achieve what they are here to accomplish. We feel that this plan provides a clear path forward that will best allow UW Tacoma to reach its goals. We also recognize that this will be a living document with flexibility to adapt in light of new opportunities or priorities that may emerge at UW Tacoma.

This plan was crafted to allow a path forward depending on the resources that are available. With existing resources we can make movement on all areas of this plan. With investment, the campus will benefit from a contemporary academic library and all the expertise, services, resources, spaces, and technologies that entails.

Mission

The mission of the UW Tacoma Library is to help our students, faculty and staff achieve their goals. We accomplish this through exceptional services, resources, spaces, and technologies. We work at a systemic level integrating with the university's curriculum and pedagogy, engaging in contemporary processes of scholarly communication, amplifying the reach of our faculty's research, and by building partnerships within and beyond the university.

Vision

The UW Tacoma Library is a catalyst for the UW Tacoma community. We offer services, infrastructure, and environments designed to help students achieve their dreams and faculty to create new knowledge that positively impacts the local community and beyond. We provide a place for the community to come together around shared interests to learn, achieve, create, and reflect.

Guiding Principles

- We offer **student-centered service** that relies upon friendly, professional staff to perform the Library's complex functions on a dynamic, growing urban campus.
- We build and maintain **appreciative relationships** with our patrons, colleagues, and partners at UW Tacoma, the UW Libraries, and in the South Puget Sound region.
- We cultivate a **welcoming environment** that thrives upon curiosity, encourages collaboration, and sustains independent study.
- We embrace **established and emerging technologies** that enhance learning and research.
- We acquire, manage, and facilitate access to **exceptional collections** uniquely suited to the UW Tacoma curriculum.
- We promote **instructional partnerships** that develop critical thinking skills and foster academic success.

Major Strategic Projects

Establish a Learning Commons

On a fundamental level, libraries are learning institutions. Academic libraries exist to provide resources, expertise, and tools to support the information and learning needs of our students, faculty, and staff. In recent years, internationally, academic libraries have built on this foundation, experimenting with commons spaces that bring together resources that can accelerate and enhance our students' work.

UW Tacoma will benefit from this experimentation, as we learn from colleagues who have implemented information, research, and learning commons spaces, to create a place designed to meet the needs of UW Tacoma students. In most cases learning commons are large, flexible spaces filled with expertise, resources, and tools that students can use in pursuit of their studies and academic interests. Many learning commons spaces create places for student support services like writing centers, presentation support, and academic technology. Some institutions incorporate all tutoring services. Others include centers for faculty that are focused on improving teaching throughout the university.

Like most library services, the design of a learning commons depends on the local institution. This strategic plan calls for a Visioning Taskforce to complete a report that examines ideal outcomes for a Learning Commons at UW Tacoma. Meanwhile, the library can make progress toward this goal, building on our history of collaboration with the TLC and inviting other partners into the library space at point-of-need. We can also begin discussions about our current use of space and any changes that would benefit our students.

Initiative 1: Establish a Learning Commons Visioning Taskforce to complete a report by Winter Quarter 2018.

Initiative 2: Build on history of collaboration with the TLC, integrating services as is feasible.

Initiative 3: Create more student-focused space in the Library, which may require investment in off-site storage for collections.

Initiative 4: Invite campus partners into the library at known points of need in order to provide relevant services.

Initiative 5: Secure space, furniture, technology, staff, and partners to implement a Learning Commons that supports the UW Tacoma mission of student success.

Model transformational and synergistic partnerships at all levels

Libraries, as cultural institutions, are built around collaboration and partnership. We have long partnered with other libraries to better meet the needs of our users, whether through shared cataloging records or the creation of services like interlibrary loan. In addition to this, all libraries exist within a larger context: their county or city, a school, or in our case, a university. As such, libraries partner with other units in their organization to help meet their unique community's needs. As part of an Urban Serving University, the UW Tacoma Library has a long history of partnership beyond our work within UW Tacoma to include partnerships with museums, HistoryLink, and other local organizations. We helped establish the South Sound Librarians group, which brings together librarians across the South Sound in the interest of sharing best practices and innovations that may benefit other libraries. The UW Tacoma Library is part of the UW Libraries and benefits from that relationship due to the increased resources we share through that partnership, infrastructure built for efficiency, and world-class expert-colleagues that are eager to partner and share their knowledge. Further, the UW Libraries are part of the Orbis Cascade Alliance, and collaborates with the 39 partners in the system, developing policies and collections together.

The UW Tacoma Library excels at collaborating and developing mutually beneficial relationships. We have a strong culture of collaboration that drives how we think about and do our work. This history and experience positions the library to model transformational and synergistic partnerships at all levels. Librarians have project management skills that can benefit many priorities on campus. We have a view of the entire academic enterprise due to our work with students across the curriculum. Whenever we are part of a project, we make it better. The library helps accelerate people's success.

We plan to build on this history and do a better job of sharing this work with the local community. We look forward to collaborating with others on campus to develop a strong program of faculty development and to coordinate faculty, staff, and students interested in public and digital scholarship. We plan on working closely with UW Libraries to ensure that we build on the relationships and expertise the University of Washington has throughout all libraries. We also hope to build stronger relationships with the community through building a culture of events that will draw the community to the University and highlight the excellent work that our students, faculty, and staff do.

Initiative 6: Build on existing community relationships and share the results of these partnerships with campus.

Initiative 7: Establish a "Center for Public and Digital Scholarship" bringing together faculty, staff, and students across UW Tacoma to facilitate publically engaged scholarship.

Initiative 8: Leverage our relationship with UW Libraries to enhance UW Tacoma's resources and services.

Initiative 9: Work with faculty and staff across UW Tacoma to contribute to a rich faculty development program.

Initiative 10: Build a culture of events that is open to the larger South Sound region.

Develop a staffing strategy that corresponds to campus growth and national standards of excellence

Libraries are the people that work within them. A university could provide a building full of books, but without expert staff to help users access, find, evaluate, and use the information within it, the building would merely be a warehouse. Library staff keeps the building open, creates a welcoming environment for our users, provides technology services, and ensures that books and other resources are there when people need them. Librarians answer point-of-need questions at the reference desk, teach classes so that students can successfully complete their assignments, work with faculty to develop those assignments, and advise techniques to prevent plagiarism. Librarians answer faculty questions about copyright, Open Access, emerging forms of research, measuring faculty impact, and the information tools that can help them in their workflow. Librarians and library staff put on programs that help the community learn, grow, and reflect. Librarians and library staff are often asked to serve on campus-wide committees based on their strong understanding of the university as a whole as well as trends in higher education—something librarians and library staff pay attention to due to our rapidly evolving profession. And when you do think about the books: librarians take time to grow a deep understanding of the publication landscape of their discipline, what sources are needed to support student and faculty work, and then spend the time necessary to identify those sources and select them for the collection. Libraries are the people that work within them.

Due to a decade of stagnant staffing during a period in which the student body has increased nearly threefold, the UW Tacoma Library has had to make hard decisions about what services we offer campus. In fact, the near 400 student increase this year has already necessitated some services be cut. At this point, the UW Tacoma community does not know what the library could be contributing.

A strong library staff is necessary for a strong campus. We help everyone do their job better. We have already streamlined and maximized where we are able given our staffing. In order to meet the needs of a changing campus we need to both rethink what we offer the campus and advocate for appropriate staffing levels.

We are hopeful that we can create documentation and mechanisms for discontinuing services while simultaneously outlining new staff lines that are critical to maintain or improve the services the library offers. In parallel, we hope to create a staffing model and policies based on campus growth and that we can increase the size of the staff by at least one position per year that this plan is in effect and until we reach ideal staffing. Our students and faculty deserve the full levels of service, support, and innovation that libraries are capable of providing, and we are hopeful that UW Tacoma will recognize the central role libraries can serve in their community and begin growing staff lines to support university priorities

Initiative 11: Establish a library workforce committee to create a service catalog, mapping this document to campus needs and priorities as well as library standards by Fall 2017.

Initiative 12: Develop a process or mechanism to enable the library to eliminate services as necessary due to limited resources or evolving library standards.

Initiative 13: Work with partners throughout UW Tacoma to establish a staffing model and policies that are based on campus growth.

Initiative 14: Document of staffing needs and emerging library roles to inform future staffing decisions, aligning services and library positions to campus priorities.

Initiative 15: Increase staff by at least one position per year throughout the realization of this plan.

Facilitate emerging forms of scholarship at UW Tacoma

Due to the staffing constraints the library has faced, UW Tacoma has wisely focused its attention on undergraduate support. However, during the last decade scholarly publishing has evolved significantly. Open Access publishing, data management, digital scholarship, visualization, and GIS work are all commonly supported by most academic libraries, and though the UW Tacoma Library has worked to provide some level of support through pilot projects and partnerships with the UW Libraries, we have been unable to develop and sustain services in these areas. The support we do offer comes through strategic partnership with librarians at the UW Seattle campus. The UW Tacoma campus lacks support from the UW Tacoma Library.

Many faculty find these emerging areas of work to be points of engagement with their student researchers, and some students realize they want to pursue graduate studies because of these engaging opportunities. This type of support and collaboration not only enables faculty to do the work they need to do, but through working with professional library staff faculty can shift their time to benefit their students.

We hope that with a more clearly defined role and program we will be able to allocate some existing time and resources to make more of an impact in supporting public and digital scholarship. With reallocated time we can offer workshops, either on our own or in partnership with UW Libraries. We can continue our work offering Digital Commons to campus and offer some pilot consultation services to faculty interested in conducting or measuring this work.

It is worth noting that funding impacts scale. With additional support the library could catalyze new research practices for the UW Tacoma community. We could provide support so that our graduate students are getting an accurate understanding of contemporary and evolving research practices. We could engage more deeply in supporting public scholarship by offering training, collaboration on projects, and hosting events. This is the area with the most ground to cover, but also potentially the most transformative change the library can make for UW Tacoma.

Initiative 16: Offer workshops that encourage, support, and explore emerging forms of inquiry, research, and scholarship.

Initiative 17: Partner with faculty interested in incorporating emerging research practices into their courses.

Initiative 18: Invest in digital platforms, tools, and resources that encourage the creation and dissemination of publically-engaged scholarship.

Initiative 19: Showcase faculty research to encourage cross-campus collaboration, connect students to mentors, and amplify the reach of UW Tacoma scholarship.

Initiative 20: Work with UW Tacoma faculty to explore new models to assess the impact of scholarship.

Utilize technology integral to today's information environment

In an increasingly digital world, libraries have shifted collections and services to focus on information, wherever it might be. Information exists in books, online, and even in new forms of media. Whether we're helping users figure out the question to ask, where the information is, how to evaluate it, or providing tools to use it, we are working in an environment that is both digital and physical.

Due to this transition, many libraries lead their local community in the use of internet technologies and discussions of information literacy, digital identity, digital literacy, and metaliteracy. Some academic libraries, such as UW Tacoma's, are fortunate to be able to partner with other units to further this work.

In reflecting on technology and today's information environment, and given UW Tacoma's access mission, we recognized that it is increasingly important for the library to make technology available to our students. Whether the computers themselves, good bandwidth for working online, or emerging tools that students need to know about before graduation, we are in a position to provide resources to help our students succeed in today's information environment.

In addition to the tools, UW Tacoma's librarians and IT staff are enthusiastically student centered and unflinchingly curious and creative when new tools emerge. We look forward to leveraging this exploratory approach to conduct workshops and create learning opportunities for our users. In particular we look forward to building on our experience working with faculty who are interested in integrating emerging technology into their pedagogy and courses.

Initiative 21: Maintain current and cutting edge knowledge about emerging technology.

Initiative 22: Build tutorials, our website, and the library's technology environment with a data-informed understanding of how today's users interact with information.

Initiative 23: Foster a culture of digital technology learning and experimentation through workshops and discussion sessions.

Initiative 24: Build on our existing service model that enables students to have access to emerging tools and technologies.

Initiative 25: Evaluate new technology services based on their potential to integrate with UW Tacoma curricular needs and pedagogical interest and work with faculty to implement them.

Strategic Priority

The UW Tacoma Library staff has identified one priority that is more about the library than the larger campus. However, without sufficient progress in this goal, it will be hard to move forward in our other initiatives.

Initiative 26: Tell our story

The library's data has shown us that we need to make a concentrated effort to communicate more effectively with our community. Whether the message is about what an academic library is, what librarians do, how we support student learning, the role of the library in the ecosystem of scholarship on campus, or the transformational partnerships we have participated in, we could do a better job of sharing this information with our community.

In conversations with the community we recognize there are many stories that we could share that would benefit UW Tacoma. For example, librarians are guided by professional values, like the ALA Code of Ethics and the Library User Bill of Rights, that speak to many information issues that our community is exploring. There are also concrete stories to share, like the impact of our docent program on alumni of UW Tacoma or our work with faculty to integrate 3D printing into their courses.

Many universities classify librarians as faculty. In these cases librarians are invited to campus committee meetings and participate in the governance of the university. This is beneficial to the university because of the systemic view librarians have of the university, their deep integration with the teaching, research, and service mission of the university, and a promotion process that mirrors the faculty tenure and promotion process. Libraries benefit from this relationship, too, as we learn about the direction of the university, new programs, and priorities that we will contribute to. Faculty also build awareness of what librarians are able to do and what we contribute to the larger university. Without this status, we volunteer where we are able, and we recognize that it is not enough.

For these reasons we will develop a communication plan to share more about what we do and the expertise we offer the community. We will target more of this work in the coming years through a variety of mechanisms including but not limited to:

- Development of a communication plan
- Events such as open house, outreach such as visiting departments, and virtual engagement through our website
- Systematic sharing of publications such as annual reports, newsletters, and other documents with campus
- Sharing Triennial survey results with campus as well as changes made based in that data
- Develop and share stories about collections, current projects, and the library's impact

Appendix 1: Core Principles

	UW Tacoma Library	UW Tacoma	UW Libraries
Mission	The mission of the UW Tacoma Library is to help our students, faculty and staff achieve their goals.	As an urban-serving university, we: expand access to higher education in an environment where every student has the opportunity to succeed, foster scholarship, research, and creativity to address the challenging problems of our time and place, partner and collaborate for common good, and catalyze the economic and social vitality of the region.	The UW Libraries advances intellectual discovery and enriches the quality of life by connecting people with knowledge.
Vision	The UW Tacoma Library is a catalyst for the UW Tacoma community.	The University of Washington Tacoma fosters a thriving and equitable society by educating diverse learners and expanding knowledge through partnership and collaboration with all our communities	The UW Libraries is an international leader in imagining, creating, and realizing the promise of the 21st century academic research library. As the intellectual and physical commons of our great University, we advance discovery and encourage the growth of knowledge. We anticipate and meet the information needs of our diverse communities, at any time and in any place. We prepare students for success in life as information smart global citizens.

Values	student-centered service, appreciative relationships, welcoming environment, established and emerging technologies, exceptional collections, and instructional partnerships	access, diversity, innovation, community, excellence	collaboration, diversity, excellence, innovation, integrity, responsiveness
Projects/ Priorities/ Mindset	learning commons, partnership, staffing, scholarship, technology, communication	students, communities, scholarship, equity, culture, growth	assessment, collaboration, diversity, efficiency, public good, staff expertise

Appendix 2:

Mapping to UW Tacoma Strategic Plan

UW Tacoma Impact Goal 1: The UW Tacoma experience empowers students to achieve their dreams.

Educating learners is why we exist. Our alumni's accomplishments in their lives, their careers, and their service to our communities are the ultimate measures of our university's success. Achieving this takes the whole university, the foundation of which is excellent teaching. The range and depth of our support for students and the quality of experiences available to them outside the classroom completes this commitment.

On a fundamental level, libraries are learning institutions. Academic libraries exist to provide resources, expertise, and tools to support the information and learning needs of our students, faculty, and staff. In recent years, internationally, academic libraries have built on this foundation, experimenting with commons spaces that bring together resources that can accelerate and enhance our students' work. The UW Tacoma Library has received feedback from students, faculty, and administrators that there is a need for a single point of service for students, and a Learning Commons is a clear solution for that issue. Many of the initiatives in this section enable the creation of this type of space for UW Tacoma.

Initiative 1: Establish a Learning Commons Visioning Taskforce to complete a report by Winter Quarter 2018.

Initiative 2: Build on history of collaboration with the TLC, integrating services as is feasible.

Initiative 3: Create more student-focused space in the library, which may require investment in off-site storage for collections.

Initiative 17: Partner with faculty interested in incorporating emerging research practices into their courses.

Initiative 22: Build tutorials, our website, and the library's technology environment with a data-informed understanding of how today's users interact with information.

Initiative 25: Evaluate new technology services based on their potential to integrate with UW Tacoma curricular needs and pedagogical interests and work with faculty to implement them.

UW Tacoma Impact Goal 2: We champion publicly engaged scholarship.

Discovery is at the heart of the university. We value and support a range of scholarly and creative activity broadly defined: Discovery, integration, application, and teaching and learning. Our focus on engaged scholarship bridges the gap between theory and practice. Involving students in the scholarship of the institution enriches their experience and gives our work relevance beyond our disciplines. Publicly engaged scholarship builds on mutually beneficial partnerships and creates positive impacts beyond the campus and academy, connecting the South Sound with the world at large.

The ecosystem of scholarly communication is changing. Subscription models, databases, and other forms of media are increasing in cost beyond the budget of most libraries. Open access publishing regularly is mentioned in higher education literature. Open educational resources are pushing back against high cost textbooks. Libraries often lead their communities in these areas. Due to their interdisciplinary nature, and librarians' professional obligation to have a current and deep understanding of knowledge-creation/publishing models, libraries can be centers of excellence in this work, and librarians can be partners and collaborators.

UW Tacoma stakes its focus on publically engaged scholarship that bridges theory and practice, both responding to trends in publishing and enabling the community impact you would expect from an Urban Serving University. In addition to this, digital scholarship in opening up new venues for publishing and new ways of sharing information. In the Libraries' most recent tri-annual survey, Tacoma faculty reported more interest in infrastructure to support this type of scholarship than the faculty in Seattle requested. Further, 17% said they published in an Open Access journal in the last year, though that was not a major factor in why they selected a specific publication. This campus is poised to lead in publically engaged scholarship, and the Library will position itself to be a partner in that endeavor.

Initiative 7: Establish a "Center for Public and Digital Scholarship" bringing together faculty, staff, and students across UW Tacoma to facilitate publically engaged scholarship.

Initiative 8: Leverage our relationship with UW Libraries to enhance UW Tacoma's resources and services (e.g. Open Access).

Initiative 16: Offer workshops that encourage, support, and explore emerging forms of inquiry, research, and scholarship.

Initiative 18: Invest in digital platforms, tools, and resources that encourage the creation and dissemination of publically-engaged scholarship.

UW Tacoma Impact Goal 3: Our community partnerships are transformational and synergistic.

UW Tacoma was born of an engaged community, which informs our orientation today. The most successful UW Tacoma-community partnerships are transformational and result in each partner achieving more together than they can alone. Partnerships flourish when they are supported with infrastructure including organizational processes, communication channels, staffing, and funding.

Libraries, as cultural institutions, are built around collaboration and partnership. We have long partnered with other libraries to better meet the needs of our users, whether through shared cataloging records or the creation of services like interlibrary loan. In addition to this, all libraries exist within a larger context: their county or city, a school, or in our case, a university. As such, libraries partner with other units in their organization to help meet their unique community's needs. As part of an Urban Serving University, the UW Tacoma Library has a long history of partnership beyond our work within UW Tacoma to include partnerships with museums, HistoryLink, and other local organizations. We helped establish the South Sound Librarians group, which brings together librarians across the South Sound in the interest of sharing best practices and innovations that may benefit other libraries. The UW Tacoma Library is part of the UW Libraries and benefits from that relationship due to the increased resources we share through that partnership, infrastructure built for efficiency, and world-class expert-colleagues that are eager to partner and share their knowledge. Further, the UW Libraries are part of the Orbis Cascade Alliance, and collaborates with the 39 partners in the system, developing policies and collections together.

Initiative 4: Invite campus partners into the library at known points of need in order to provide relevant services.

Initiative 6: Build on existing community relationships and share the results of these partnerships with campus.

Initiative 10: Build a culture of programming that is open to the larger South Sound region.

Initiative 19: Showcase faculty research to encourage cross-campus collaboration, connect students to mentors, and amplify the reach of UW Tacoma scholarship.

UW Tacoma Impact Goal 4: We are grounded in social justice and embrace the assets of our diverse communities.

UW Tacoma prides itself on the diversity of our students, and the enriching campus life and learning such diversity brings. Yet our staff and faculty ranks do not reflect a comparable composition. Systematically assessing the experiences of students, faculty, and staff will allow us to take evidence-based actions to support their retention and success. Embracing the changing demographics of higher education will help us move closer to fulfilling the promise of our vision and values. As we do so, we will become and engaged, civil, and just university.

The University of Washington Tacoma Library strives to create an environment of intellectual freedom which protects the interests of all the members of our diverse campus. Access to research, information, and technology is fundamental in confronting and dismantling social injustice. As a library we pledge to be an active partner in combating systemic discrimination on our campus and foster skills and resources that students, faculty, and staff can use to confront discrimination in our world.

Many of the library's strategic projects aim to support this impact goal. A Learning Commons brings together services, simplifying the process of accessing academic support. This benefits all students, but particularly those that are first generation students that might not have a network of support to explain the different offices of a university. Community partnerships will connect the library with all members of the community, and extend our impact for a diverse community. Developing a staffing strategy that correlates with campus growth will mean that all students will have access to research services and support, rather than only those in more established programs. Publicly engaged scholarship connects the research of the university with the public, enabling broader impact. And utilizing technology appropriate to today's information environment ensures that all students will have access to the tools and technology knowledge they need to be successful UW Tacoma students. Several specific initiatives directly speak to this impact goal as well:

Initiative 4: Invite campus partners into the library at known points of need in order to provide relevant services.

Initiative 5: Secure space, technology, and partners to implement a Learning Commons that supports the UW Tacoma mission of student success.

Initiative 24: Build on our existing service model that enables students to have access to emerging tools and technologies.

UW Tacoma Impact Goal 5: Our campus is respectful, productive, and inclusive.

Quality relationships are the foundation of a great workplace. Employees benefit from infrastructure that keeps them informed, makes their work more efficient, and highlights their accomplishment. UW Tacoma aspires to be an employer of choice by cultivating trust, care, and mutual accountability. These require investments in effective communication, shared governance, and administrative processes.

The UW Tacoma Library is a respectful, productive, and inclusive space. We know our fellow library staff are excellent at what they do and are committed to our students and community. Even given our small staff size we are incredibly productive, carrying one of the highest teaching loads in the UW Libraries system and building out new tools like Digital Commons. We seek to learn more about diversity, inclusion, and equity, and as an organization have a collaborative culture of decision making. We benefit both from UW Tacoma and UW Libraries infrastructure.

Investments towards a sustainable staffing strategy will make the UW Tacoma Library an employer of choice and help the staff within the library know that their contributions are respected and valued. We can contribute to a positive campus environment through supporting and offering professional development opportunities as well as working with faculty to explore new models to assess the impact of scholarship.

Initiative 9: Work with faculty and staff across UW Tacoma to contribute to a rich faculty development program.

Initiative 11: Establish a library workforce committee to create a service catalog, mapping this document to campus needs and priorities as well as library standards by fall 2017.

Initiative 12: Develop a process or mechanism that enables the library to eliminate services as necessary due to limited resources or evolving library standards.

Initiative 20: Work with UW Tacoma faculty to explore new models to assess the impact of scholarship.

Initiative 23: Foster a culture of digital technology learning and experimentation through workshops and discussion sessions.

UW Tacoma Impact Goal 6: Our innovation drives our growth, energizing us and our region.

To thrive, the university must grow. Yet growth alone is not the goal. Our growth is a measure of the relevance of our work to the future of the South Sound and the exciting promise we offer to potential students. Our growth means we are fulfilling our mission as an urban-serving university in ways that are ever more varied and valued.

A university could provide a building full of books, but without expert staff to help users access, find, evaluate, and use the information within it, the building would merely be a warehouse. Due to a decade of stagnant staffing while the student body has increased nearly threefold, the UW Tacoma Library has had to make hard decisions about what services we offer campus. In fact, with the near 400 student increase this year, the library has already needed to cut services. At this point, the UW Tacoma community does not know what the library could be contributing. A strong library staff is necessary for a strong campus. We help everyone do their job better. We are hopeful that we can create documentation and mechanisms for discontinuing services while simultaneously creating documentation outlining new staff lines that are critical to maintain or improve the services the library offers. Our students and faculty deserve the full levels of service, support, and innovation that libraries are capable of providing, and we are hopeful that UW Tacoma will recognize the central role libraries can serve in their community and begin growing staff lines to support university priorities.

As campus continues to grow, we also will need to think about space needs—both for the collection and for student collaboration and study. We will build on our history of technology exploration to ensure that we can continue to be an innovative partner for faculty research and teaching and student learning and experimentation.

Initiative 3: Create more student-focused space in the library, which may require investment in off-site storage for collections.

Initiative 13: Work with partners throughout UW Tacoma to establish a staffing model and policies that are based on campus growth.

Initiative 14: Create a document of staffing needs and emerging library roles to inform future staffing decisions. This document should map services and library positions to campus priorities.

Initiative 15: Increase staff by at least one position per year throughout the realization of this plan.

Initiative 21: Maintain current and cutting edge knowledge about emerging technology.

Appendix 3:

Mapping to UW Libraries Strategic Directions

UW Libraries Strategic Direction: Collections & Access

Ensuring that researchers, scholars, and students have access to the collections and information resources they need to be successful is at the very core of the Libraries' mission to connect people with knowledge. We effectively meet the information needs of UW users and stakeholders in the context of changing user needs, emerging formats and access models, and the networked, collaborative environment in which we operate. We save users' time and increase their productivity.

Provide access to outstanding and authoritative collections and information services that are central to the success of the University research, teaching, learning, and clinical care programs.

Initiative 8: Leverage our relationship with UW Libraries to enhance UW Tacoma's resources and services (e.g. Open Access).

Initiative 18: Invest in Digital Commons as a tool and service to help faculty find collaborators, students to find faculty research partners, and to build an institutional repository to enable publicly engaged work.

Initiative 24: Build on our existing service model that enables students to have access to emerging tools and technologies.

UW Libraries Strategic Direction: Research & Scholarship

The Libraries provides services and expertise to strengthen current and emerging research and scholarship practices at UW. We advance research, scholarship and clinical care through the creation, dissemination, transformation, preservation, and exchange of new and existing knowledge in partnership with scholars and researchers.

Advance scholarly productivity and communication through our services and expertise.

Initiative 7: Establish a "Center for Public and Digital Scholarship" bringing together faculty, staff, and students across UW Tacoma to facilitate publically engaged scholarship.

Initiative 16: Offer workshops on emerging forms of scholarship.

Initiative 19: Showcase faculty research to amplify the reach of UW Tacoma scholarship.

Initiative 20: Work with UW Tacoma faculty to explore new models to assess the impact of scholarship.

Initiative 21: Maintain current and cutting edge knowledge about emerging technology.

UW Libraries Strategic Direction: Teaching & Learning

The Libraries plays a critical role in integrating information resources, learning technologies, and research skills within University curricula, clinical services and other related programs. We collaborate with educators to develop and deliver a 21st century education to a diverse community.

Equip students and faculty with the appropriate skills to be successful researchers, scholars, and informed global citizens.

Initiative 17: Partner with faculty interested in incorporating emerging research practices into their courses.

Initiative 22: Build tutorials, our website, and the library's technology environment with a data-informed understanding of how today's users interact with information.

Initiative 25: Evaluate new technology services based on their potential to integrate with UW Tacoma curricular needs and pedagogical interests and work with faculty to implement them.

UW Libraries Strategic Direction: Engagement & Communities

The Libraries is a trusted, service-driven organization that transcends disciplinary and administrative boundaries. Our virtual and iconic public spaces serve as research, learning, and discovery commons designed to encourage inquiry and be an integral part of the UW experience. We engage with our local and global community to promote the value of the library and support its resources and services. We assess user and institutional needs, measure the effectiveness of our efforts, and use those results for continuous improvement and innovation.

Work as a trusted partner with users and stakeholders to continuously improve a library that is an integral part of the UW experience.

Initiative 1: Establish a Learning Commons Visioning Taskforce to complete a report by Winter Quarter 2018.

Initiative 2: Build on history of collaboration with the TLC, integrating services as is feasible.

Initiative 3: Create more student-focused space in the library, which may require investment in off-site storage for collections.

Initiative 4: Invite campus partners into the library at known points of need in order to provide relevant services.

Initiative 5: Secure space, furniture, technology, staff, and partners to implement a Learning Commons that supports the UW Tacoma mission of student success.

Initiative 6: Build on existing community relationships and share the results of these partnerships with campus.

Initiative 10: Build a culture of programming that is open to the larger South Sound region.

Initiative 26: Tell our story.

UW Libraries Strategic Direction: Organization & Effectiveness

The Libraries values the diversity and expertise of staff and recognizes their critical role in the success of the organization. We prepare current staff for future roles and recruit outstanding and diverse new staff in anticipation of workforce transitions, collaborative environments, and the emerging needs of the University. We strive to appropriately compensate new and current staff, understanding that it is paramount to retaining and recruiting talented, enthusiastic and innovative employees. We improve the ways in which we work to more effectively anticipate and meet new and ongoing user needs.

Develop and invest in staff resources and expertise to focus on strategic priorities and new ways of working.

Initiative 9: Work with faculty and staff across UW Tacoma to contribute to a rich faculty development program.

Initiative 11: Establish a library workforce committee to create a service catalog, mapping this document to campus needs and priorities as well as library standards by fall 2017.

Initiative 12: Develop a process or mechanism that enables the library to eliminate services as necessary due to limited resources or evolving library standards.

Initiative 23: Foster a culture of digital technology learning and exploration through workshops and discussion sessions.

Initiative 13: Work with partners throughout UW Tacoma to establish a staffing model and policies that are based on campus growth.

Initiative 14: Create a document of staffing needs and emerging library roles to inform future staffing decisions. This document should map services and library positions to campus priorities.

Initiative 15: Increase staff by at least one position per year throughout the realization of this plan.