

# **DLIST Strategic Plan 2005-2006**

**October 19, 2005**

**Updated 12/9/05**

**Updated 4/12/2006**

## **VISION:**

DLIST is valued on campus for its library information technology services that enhance learning, research and the abilities of customers to effectively use information and technology resources and services. We have a stable, robust IT infrastructure which balances maintaining security and providing open access. Our systems and services are designed and implemented to respect privacy and uphold the principles of fairness established by the library. The digital library and IT products, tools and services that we acquire, develop and integrate optimize access to resources and strengthen library IT processes and infrastructure. Customers are able to consistently and efficiently access content we create, organize and preserve.

## **MISSION:**

DLIST provides and enhances a robust information technology and information access infrastructure as well as diverse services that enable the UA library to achieve its vision

## **GOAL 1: DISCOVER**

Customers have the information resources and technology they need to create and discover new knowledge.

**Objective 1:** Customers use library-provided services to effectively search, browse, and discover in a trusted information environment.

**Strategy A:** Develop an ongoing usability and needs-assessment program to assess the Library's web presence to ensure it is organized from the customer perspective.

**Library Quality Standard 1: By 2010, 95% of the UA Libraries' website have the resources to satisfy their information needs.**

### **i. Web presence Planning/Coordinating DLIST activities**

#### *Outcomes:*

- Create priorities for and work on DLIST projects regarding web presence: handoffs from virtual environment team, migration from dizzy of remaining public content including the Special Collections website, Friends of the Library website and migrating / redesigning library web exhibits still on dizzy (See <http://www.library.arizona.edu/exhibits/> for examples) maintenance/operations/enhancement of web presence, development/refinement of IA

*Outputs:*

- Problem analysis, system specification
- Project oversight

**Leads: Michele Saunders; Adam Engelsjerd;  
Justin Spargur; (External relations, IS teams)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
We are working with stakeholders to plan and implement each project.	Projects in progress include: Migration of Special Collections subsite, Migration of Friends subsite, Development of new architecture for Library Web Exhibits, Development of new architecture for Subject Guides	

**ii. Government Document Site Migration:** Work with content creator, DLIST, and other stakeholders, redesign the UA Government Document Portal and migrate the content to the new library website. Review the web content created over the past 14 years, re-organize the structure and improve information access and navigation. Ensure a unified web presence of the Library's contents and services.

*Outcomes:*

- Well-designed web presence of library collections that support learning and research.

*Outputs:*

- A web architecture chart for the Government Document Portal.
- Creation of new pages to migrate the content to the library's new website.
- A usability evaluation plan.

**Leads: Michele Saunders; Justin Spargur; Yu Su; Liz Saxe;  
(Atifa)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
We are working on completing the detailed information architecture.	In progress. High level architecture has been completed.	

**Strategy B:** Partner or collaborate with other entities such as Google to develop simplified search.

**Strategy C:** Identify unmet discovery tool needs that we are uniquely qualified to provide, and then develop or collaborate to develop the needed tools.

**Library Quality Standard 1: By 2010, 95% of the UA Libraries' website have the resources to satisfy their information needs.**

**Arizona-Sonora Desert Museum Digital Library:** Coordinating the UA team and collaborating with ASDM to create and delivery a digital collection for ASDM. Preserving and providing access and search capability to the authoritative resources on the Sonoran desert. Developing a vocabulary framework for the southwest flora and fauna.

*Outcomes:*

- Collaboration with high-profile local resource holder to develop cost-effective ways in preserving and providing access to locally unique resources.
- Development of a semantic framework of interrelated controlled vocabularies, especially those related to the southwest.
- Well-designed web presence to enhance learning and researching of the Sonoran Desert information.
- Multiple interfaces, both user-interfaces and standard system-level interfaces, which will allow the collections to be accessed in a variety of ways and integrated with other standards-based systems.

*Outputs:*

- An assessment of the ASDM collection and a phased collection development strategy.
- Identification of metadata standards and authority sources; verification of scanning standards and image selection.
- Identification of system interfaces; identification of functional requirements for user interfaces; identification of preservation and management requirements.
- Development of nomenclature taxonomy database.
- Formalization of the Digital Library Oversight Committee; Recruitment of project manager and volunteers.
- Digitization and cataloging of selected resources.
- Website and hosting service for the digital library.
- Evaluation plan and results for the usability of the site.

**Leads: Yu Su; Travis Bowen; Adele Edwards; Yan Han; (XWING)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
We are working with Desert Museum to build up the prototype system. Currently user cases and unified vocabularies are generated.	First phase functionality design and system development completed for both admin and user interfaces. Graphic design in progress. ASDM project manager recruited (starting date 5/1). Digitization and cataloging in progress. Website usability study in planning.	

**Objective 2:** Customers can easily identify and locate needed information without mediation.

**Strategy A:** Ensure that items we own and/or license, and items that are identified as reliable and persistent, are made available for any discovery process.

**Strategy B:** Enhance services (such as the link resolvers) and systems (such as Serials Solutions holdings) that enable customers to locate items uncovered in any discovery process.

**Library Quality Standard 2: By 2010, 95% of the UA Libraries' customers can locate needed information without mediation.**

**i. CCP Content Management System:** Coordinating the selection and implementation of a museum information management system for the CCP collections. Coordinating data migration and other transitions to the new system.

*Outcomes:*

- The Library has an infrastructure for museum and archive management and their integration to the library collections; well-integrated system to provide users with comprehensive resource access.
- Application of the latest web-based electronic tools to create a virtual learning environment utilizing the CCP's vast archives; Demonstration of the research potentials of online, illustrated catalogues.
- Leverage the UA Libraries and the CCP's reputation, unique holdings, and mission-derived identity through well supported web presence of the CCP's holdings with a high degree of interactivity and compelling interpretive content.

*Outputs:*

- A selection decision on product vendors based on the overall evaluation of the current and future needs of the CCP, as well as potential needs of other units in the library system (e.g. Special Collections).
- The purchase of a museum collection management system from the selected vendor to provide comprehensive management of various CCP collections.
- Migration of data from the current InMagic database to the new system.
- Completion of training of the CCP staff to use the new system.

**Leads: Yu Su; Yan Han; Adele Edwards; Sharon Knowlton; (XWING, CCP)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
DLIST met CCP regarding the content management system purchasing. Two vendors will visit CCP and a final decision will be made soon. DLIST has purchased phase one of a file storage solution. CCP will pay DLIST back for phase one and phase two will be purchased after CCP has acquired funding (in about 3-4 months).	MINISIS MINT has been selected as the collection information system for CCP. DLIST has assisted CCP in applying for funding to purchase the software and hardware. DLIST and CCP have met again to plan for the file storage system. DLIST will support the system implementation starting mid-April.	

**ii. Arid Lands Information Center (ALIC) Catalog Migration:**

ALIC catalog (<http://saint-denis.library.arizona.edu:4000/cgi-bin/ALICLogon.cgi>) is the catalog for Arid Lands Information Center. General users are graduate students, faculty at UA, and users from government agencies. The catalog has been running on Saint-Dennis (Sun Solaris) and SiteSearch since 2001. At the time we assumed responsibility about 3,500 records were loaded into the system, but had not been updated. Now there are over 7,000 records, kept in a citation management system ProCite. It is estimated that about 1,000 records will be added every year. ALIC is using ProCite to manage the inventory.

Future plan: There are a lot of backlogs. We would like to have people to get all the materials at ALIC (30,000 – 40,000) cataloged. Timeline: Dec 2005 – June 2006

*Outcomes:*

- Allowing users easily identify and located information without mediation

*Outputs:*

- Easier access and ability to locate catalog records for ALIC materials.

**Leads: Yan Han; (SET)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Completed background investigation and working with TSAP.	Hold for stakeholder inputs.	

iii. **Documentary Relations of the Southwest Indexes (DRSW)**

**Migration:** Like the *Journal of Range Management*, DRSW has been running on Saint-denis and SiteSearch since 2001, but both hardware and software are too old to maintain. DRSW is a computerized guide to several collections of Spanish colonial documents at the Arizona State Museum. Although the database does not include transcriptions or translations of the documents, it is a finding aid or research tool to allow the investigator to know which documents and/or archives may have pertinent documents. Most of these documents are on microfilm collections held in major research libraries. The DRSW indexes are not a traditional finding aid because ASM does not have the original items and these items are not stored in boxes and folders.

*Outcomes:*

- Allowing users identify and located information without mediation

*Outputs:*

- The new DRSW site that has the same functionality of the old site.

**Leads: Yan Han; (AZ State Museum)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Completed background investigation and started to migrate the site	On hold due to other priorities	

iv. **Unbundling the Catalog: Holdings:** Evaluate solutions for maintaining holdings: catalog, resolver, ILL, ERM work practices, statistics

- November 2005: Complete the first step -- Evaluate OpenURL link resolvers currently in the marketplace
- Determine how to proceed

*Outcomes:*

- Customers can locate items uncovered in any discovery process

*Outputs:*

- OpenURL resolver that can locate print, microform and electronic items.

**Leads: Sharon Knowlton; (TSAP, DDT, UST)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
This project is being directed by the Virtual Environment CFT. Analysis is planned to be completed by March 31, 2006.	Analysis sent to VET 3/31/06.	

**Objective 3:** The Library identifies and evaluates efficiency (cost) and effectiveness (ability to best meet customer needs) of a variety of options for information resource acquisition and management including emerging models to ensure we are meeting customer needs in the most economical way possible.

**Strategy A:** Explore, support, and collaborate in regional, national, and international activities that provide cost-effective models for publishing. When opportunities to advocate for and support national and international experiments that improve the current publishing environment arise, we will need to evaluate these opportunities carefully and take well-considered risks to continue to influence the marketplace. Example: Work to find a collaborative model to publish the *Journal of Insect Science*.

**Library Quality Standard 3: By 2010, 95% of customers indicate satisfaction with the information resources made available through the Library (effective management).**

**Technical Reports:** This is a project that we are looking forward to working with GPO and other research university libraries. Most large research libraries across the country have large collections of technical research reports – a million reports ranging from several pages to several hundred pages. They are a means of communicating the progress of research in the fields of technology and science, but they are often difficult to identify and locate. I have been working in the grant proposal, business model / operation discussion, managing the digitization quality, and participating in systems design and delivery. Timeline: Oct 2005 – June 2006 (for Prototype), July 2007 – ?? (broader participation?)

*Outcomes:*

- Supporting open access
- Providing access to information not available before.

*Outputs:*

- An open access digital repository that contains legacy technical reports.

**Lead: Yan Han; Travis Bowen; (SET, SST)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Completed scanning 10 samples; finished the prototype system. Working with SET and SST.	Hold and wait for stakeholders' inputs.	

**Strategy B:** Decide whether to create or participate in digitization projects of non-unique, shared content based on factors including the following:

- Does the project support the mission of the University
- Is it cost-effective
- What is the current and anticipated customer need
- Does it keep information now in the public domain freely available in the future
- Are we the appropriate organization to undertake the project

**Library Quality Standard 2: By 2010m 95% of the UA Libraries' customers can locate needed information without mediation.**

**Radiocarbon:** *Radiocarbon* is a journal published by the Department of Geosciences here at UA. The editors want to digitize back files and serve them online with the library's help. It is estimated that about 25,000 pages will be digitized. The proposal is to use library copies of the journal to digitize with the library receiving access to the electronic version, thus freeing up stack space and enhancing customer access. The journal will provide cost recovery for the development of the system (one-time fee, about \$13,000) and hosting cost on a yearly basis (about \$2,500).

*Outcomes:*

- Evaluating efficiency and effectiveness for information resource management to meet customer needs in the most economical way.
- Establishing positive images in UA of the library's capability in IT.

*Outputs:*

- Hosting a journal for UA faculty members with cost recovery.

**Leads: Yan Han; Travis Bowen; (SET)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Completed initial information gathering. Will meet the Editors on Dec 12	The first version of the journal is online. <a href="http://radiocarbon.library.arizona.edu">http://radiocarbon.library.arizona.edu</a>	

**Strategy C:** Determine what unique, distinctive or local content should be digitally preserved based on factors including the following:

- Does it support the mission of the University
- Is it cost-effective
- What is the current and anticipated customer need
- Are we the appropriate organization to preserve the collection/content

**Library Quality Standard 2: By 2010, 95% of the UA Libraries' customers can located needed information without mediation.**

**i. Arizona-Sonora Desert Museum Digital Library:** See Goal 1, Objective 1, Strategy C.

**ii. Electronic Theses and Dissertations:** The ETD project at the University of Arizona consists of two components: the ETD submission and the ETD access/delivery. The Library and the Grad College agreed on using UMI/ProQuest submission service for the ETD submission. It is estimated that about 700 dissertations will be generated each year. The ETD access / delivery is to build a unique UA ETD collection with the goals of (1) providing timely access to ETDs for UA students and faculty; and (2) provides open access for the whole Scholarly Community.

*Outcomes:*

- Supporting open access to UA unique collections.
- Providing efficient and effective ways for information resource acquisition
- Allowing users to easily identify and locate information without mediation

*Outputs:*

- An open access digital repository for UA unique ETD collection.
- Fast and accurate access to UA ETDs
- Digital preservation with ETDs

**Leads: Yan Han; Travis Bowen; (TSAP and Grad College)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Continue to supply MARC records to TSAP; working on ETD delivery system.	Completed. UA ETD database is running since March 2006. <a href="http://etd.library.arizona.edu">http://etd.library.arizona.edu</a>	

iii.

**Arizona Archive Online:** AAO is the first AULC collaboration in archival information system. Started in 1998, and the site (<http://aao.lib.asu.edu>) was opened in 2002. AAO currently holds over 530 finding aids from 11 archival repositories at 5 institutions (UA, ASU, NAU, Arizona Historical Society). The proposal includes: (1) develop best practices for AAO encoding; (2) migrate all existing guides from EAD 1.0 to EAD 2002; (3) ASU library IT team will work with the new system and search engine.

*Outcomes:*

- Supporting open access to Arizona unique collections.
- Allowing users to identify and locate information without mediation.
- Extending library information services and products to serve broader community (outreach)

*Outputs:*

- An open access repository for finding aids.
- Unique archival collections for Arizona

**Leads: Yan Han; Travis Bowen; (Special Collections)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Completed information gathering (meeting with ASU and NAU people).	Completed a meeting with ASU and NAU. Discussed standardization issues.	

**iv. Migration of various special collections to ContentDM**

*Outcomes:*

- Supporting open access to Arizona unique collections.
- Allowing users to identify and locate information without mediation.
- Extending library information services and products to serve broader community (outreach)

*Outputs:*

- Unique archival collections for Arizona

**Leads: Adam Engelsjerd; Travis Bowen; (XWING and Special Collections)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
<p>Remaining content for the Stewart Udall CDM collection identified. This content is being prepared for upload.</p> <p>Work on the Mo Udall Oral history project nearing completion.</p> <p>Future work for the Udall foundation is beginning to be identified.</p>	<p>Stewart Udall CDM collection content was reviewed and packaged for outsourcing.</p> <p>Mo Udall Oral history project completed and publicly available.</p> <p>No word on future Udall foundation work at this time.</p>	

**Strategy D:** Develop and improve processes for more cost-effective and efficient information resource management.

- Selection process for information resources must evaluate and perhaps experiment with direct distribution models where customers, not the library, directly select the information that they need
- Acquiring and licensing information processes must be less labor intensive than they now are

**Library Quality Standard 2: By 2010, 95% of the UA Libraries’ customers can locate information without mediation.**

**Journal of Range Management Migration:** JRM has been running on Saint-denis and SiteSearch since 2001, but both hardware and software are too old to maintain. It has to be migrated to new hardware and software. Working with SET, we are preparing to migrate backfiles of the journal from 1948 to 2000, including adding new index records, redesign the web presence, developing new software, hosting it in a new server. It is estimated that there are about 4000 articles.

*Outputs:*

- Supporting open access.
- Leveraging existing services and resources to enrich broader community.
- Supporting UA libraries’ AgNIC efforts.

*Outcomes:*

- An open access repository for the journal’s backfile.
- Fixing missing index records for the journal and the records can be used for both National Agricultural Library and the repository.

**Leads: Yan Han; Travis Bowen; (SET)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Migration in progress. Completed renaming files, completed metadata crosswalk.	started to migrate. SET is working on creating JRM index records	

**Strategy E:** Assess how the Library can best support the changing needs of the university community in areas such as the stewardship and preservation of data sets and other research products.

**Objective 4:** The Library invests in and leverages existing or proposed services and resources (personnel and technological) in order to quickly develop reusable tools and new services so that customers can effectively satisfy their information needs.

**Library Quality Standard 4: Resource reallocations that benefit customers through formal improvement of processes and setting of priorities.**

**UA Library Learning Application Development and Hosting Service:** Web hosting of educational information objects such as journals, newsletters, and other documents (including images, sound, and video) produced by UA-affiliated organizations. We plan to host unique collections and learning technologies. For an example of our service, visit Rangelands, a full-color publication of the Society for Range Management, at <http://rangelands.library.arizona.edu>.

*Outputs:*

- Supporting open access.
- Leveraging existing services and resources to enrich broader community.
- Supporting campus intellectual efforts

*Outcomes:*

- An open access repository for the University’s intellectual output
- Revenue generating project that recovers costs

**Leads: Travis Bowen; Yan Han; Sharon Knowlton**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Added ETD, ASDM data, Tech Reports Ongoing	This was turned into function work per Cabinet.	

**Strategy A:** Investigate better ways to fund, plan, and build the human infrastructure

- Implement recommendations from HRAPT regarding competencies needed in the Library.

**Strategy B:** Investigate better ways to plan, fund, and coordinate the technological infrastructure. Establish a network of strategic partnerships to generate additional resources and share in the development and sustainability of services.

**Maintain Infrastructure**

*Outputs:*

- Maintain and improve current infrastructure. Assess what equipment needs to be updated/replaced. Plan projects to replace the 800 desktop computers and the 60+ servers and other equipment managed by DLIST.

*Outcomes:*

- Customers are satisfied with the hardware and software provided
- Customers and staff have access to hardware and software that meet their needs.

**Leads: Adele Edwards; XWING**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Refreshed and added new computers in Science IC, refreshed scanners in the IC, working on refreshing IC computers and Macs, refreshing hardware and upgrading OS for staff, refreshing servers and upgrading OS, increased power in server room to meet increased demand, changed ips on all staff computer in preparation for increasing security	Continue refreshing hardware and upgrading OS for staff, refreshing servers and upgrading OS.	

**Strategy C:** Address the development of a Library intranet (internal information pages) through the website redesign process.

**Library Quality Standard 4: Resource reallocations that benefit customers through formal improvement of processes and setting of priorities.**

**Intranet Project:** Develop a library intranet and website for internal documentation.

*Output:*

- A library intranet

*Outcome:*

- Make internal library information more accessible and organized.

**Leads: Travis Bowen; Justin Spargur; (Internet Working Group-Holloway, Johnson, Simmons-Welburn)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
A proposed draft of the structure of the Intranet has been sent to and discussed with library teams. A draft layout for the intranet has been sent out to the working group.	Migration of team pages from dizzy to intranet is ongoing.	

## **GOAL 2: EDUCATE**

Customers can recognize an information need, know how and where to find the information, create and implement a search strategy, evaluate the information they find, and understand the social issues surrounding information use, such as plagiarism, copyright and fair use. Context:

- Continue to provide instructional content that supports the development of basic information literacy competencies for all lower division undergraduates
- Provide specialized instructional content for information literacy competencies related to the Writing Program, undergraduate majors, and graduate students

**Objective 1:** Instructional content and services for information literacy are delivered to the customer through scalable, cost-effective delivery methods and approaches.

**Strategy A:** Librarians will act as consultants with faculty and Graduate Teaching assistants (GTAs) in order to identify needs. Develop and maintain reusable instructional content (through a coordinated library-wide effort) in response to faculty input and student need.

- Invest in the infrastructure (systems, expertise, processes) and partner across campus to support the development of reusable content (learning objects) and other cost-effective delivery methods such as train-the-trainer and peer teaching opportunities, e.g. Einstein's Proteges.

**Strategy B:** Organize and provide unmediated access to digital instructional content.

**Strategy C:** Work with faculty and Graduate Teaching Assistants (GTAs) to create opportunities to strategically integrate information literacy content into the curriculum.

**Objective 2:** Customers have “outside the classroom” learning spaces in the libraries “that by their size, furnishings, and orientation encourage exploration, innovation, and customization in all modes of information exchange, including individual, collaborative, and classroom.” 1

**Strategy:** Assess need, develop plans and implement change

- Librarians and staff are integral to this effort.
- Collaborate with the University to provide learning spaces for programs within the Libraries (i.e., practice rooms, group environments to develop papers and presentations, North Campus Library, etc.)

**Library Quality Standard 5: By 2010, 80% of undergraduate majors will successfully demonstrate one or more information literacy competencies as defined by departmental learning outcomes and/or major core course learning objectives.**

**NATS 102 Learning Object Grant:** This is a grant application to ABOR to create learning objects for NATS 102 Beyond the Earth in Space and Time:

The Physical Universe. It is intended to create learning objects (integration with learning management system) to teach information literacy for 1200 students in NATS 102 class.

*Outcomes:*

- Customers are able to access NATS 102 information at point of need without mediation.
- Developing reusable tools to satisfy customers' education needs.

*Outputs:*

- Moving from traditional face-to-face teaching to learning in an electronic environment.

An implementation / experience to create learning objects for information literacy

**Leads: Yan Han, Travis Bowen, ASA, Sr. ( Sai Chinnaswamy, Leslie Sult)**

Status 12/13/2005	Status 4/12/2006	Status 7/1/2006
Completed the project proposal and waiting for funding.	Proposal not funded. Justin is working on it, per Cabinet's decision.	

**Objective 3:** The Library invests in and leverages existing or proposed services and resources (personnel and technological) in order to quickly develop reusable tools and new services so that customers can effectively satisfy their education needs.

**Strategy A:** Investigate better ways to fund, plan, and build the human infrastructure.

- Implement recommendations from HRAPT regarding education competencies needed in the Library.

**Strategy B:** Investigate better ways to plan, fund, and coordinate the technological infrastructure. Establish a network of strategic partnerships to generate additional resources and share in the development and long term maintenance of services.

1 **Cornell University Library Goals and Objectives 2002-2007** Cornell University Library Instruction, Research, and Information Services. 6 April 2005  
<http://www.library.cornell.edu/Admin/goals/goals-print.html>

**GOAL 3: SERVE**

UA faculty, researchers, staff and consortial partners involved in service to the non-UA community collaborate with the Library to extend selected Library resources, products, and services to groups targeted by campus outreach efforts.

**Objective 1:** Library collaborates in University enrollment management programs.

**Strategy:** Actively plan and identify ways to collaborate in the University's enrollment management initiative.

**Objective 2:** The Library leverages existing or proposed services and resources developed for our students and faculty to enrich the broader (non-UA) community.

**Strategy:** Assess existing or proposed Library information services and resources and extend when feasible to community groups targeted by UA faculty or administration. Serve as a model for linking scholarship and creative expression to our land-grant mandate to serve our communities.

**Library Quality Standard 2: By 2010, 95% of the UA Libraries' customers can locate needed information without mediation.**

**i. Journal of Range Management Migration:** See Goal 1, Objective 3, Strategy D.

**ii. Arizona Archive Online:** See Goal 1, Objective 3, Strategy C.

**Strategy B:** Seek funding to develop and sustain activities. For example, TRIF will be used for underserved rural communities and Arizona Electronic Atlas and AgNIC Rangelands may be candidates for funding.