

## University Libraries Five Year Strategic Plan 2017 - 2022

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### Introduction

The University of Denver Libraries strive to provide outstanding collections and services to the University community. Until 2013, that was done within the constraints of a building designed for a different information paradigm. We reinvented library services bounded by the limits of Penrose Library, and that vision for collections and services helped shape the Anderson Academic Commons (AAC).

Our new building presents opportunities for collaboration and reflection to which other libraries aspire. Now, in planning for the next five years, we again have the opportunity to reimagine what the academic library can be, and how it can engage in the many facets of providing student-centered learning; enhance faculty teaching, creative work, and research; and augment the dynamic array of University connections with communities locally, regionally, and beyond.

### Mission

**The University of Denver Libraries connect students, faculty, staff, and the broader University community to knowledge in all forms. Reflecting the University's mission, we support teaching, research, scholarship, and creative endeavors by providing diverse resources and services for all stages of the information lifecycle. By so doing, we preserve our varied cultural heritage, facilitate lifelong learning, and inspire our students and faculty to question, contemplate, and engage.**

### Values

#### The University Libraries

- Serve the teaching and research missions of the University.
- Foster communication and collaboration through transparent dialogue
- Cultivate inclusion and diversity as values that enhance connections to community and foster cultural competence.
- Build and support a culture of learning.
- Practice evidence-based decision making to ensure quality and continuous improvement.
- Recognize changing needs, respond nimbly, and may take calculated risks to achieve the mission and goals.
- Seek out and apply innovative ideas while maintaining best practices.
- Endorse the professional values articulated by the American Library Association, the Association of College and Research Libraries, and the Society of American Archivists.

## Summary of Strategic Directions

**Strategic Direction 1: Serve as the campus hub for scholarly communication and knowledge creation.**  
*The library is central to innovation and creation of knowledge.*

Academic libraries have traditionally collected and preserved scholarly publications; provided access to that content; and helped their patrons discover and use the information from those resources. While librarians have always helped with the research process, the processes of publication and dissemination happened elsewhere. The library now must play a crucial role in the entire information lifecycle – from inquiry to expression.

The University Libraries will expand services to help our students and faculty better understand the full range of issues involved in scholarly communication – issues that include author rights; the evolving complexities of open access publishing and funder mandates; the preservation of and access to the data underlying publications; the ever growing need to demonstrate the impact of research and its outputs; and the benefits to students, scholars, and the University of various publishing models. Students and faculty are confronted with far more options for publishing than ever before, and librarians – who have to understand these options to build collections – are uniquely equipped to offer guidance.

In addition to providing guidance about scholarly publishing, the University Libraries will provide support in the form of publishing platforms for student and faculty works and will create services to help with preservation and management of research data sets.

**Strategic Direction 2: Provide resources and services to enable research and creative work, teaching, and life-long learning.** *The library provides spaces, collections, and services through a variety of means to support the work of our students and faculty.*

The University Libraries exist to support the learning, teaching, research, and scholarship of our students and faculty. Our physical spaces, our online presence, services, people, and our collections all must support that fundamental goal. We will continue to build and preserve collections that meet the needs of our community and we will provide discovery tools and services to help our students and faculty find and use the information they require.

But the sorts of collections and services we provide are constantly changing. We will invest in new tools to help our students and faculty work with data and to measure success in this new environment. We will reemphasize primary sources, university records, and special collections. We will focus on textbooks and open educational resources (OERs) to help students afford the high cost of higher education. And we will invest in discovery tools and metadata to improve the learning experience.

**Strategic Direction 3: Develop a proactive assessment program for data-driven decision making.** *The library makes informed decisions about collections, services, and programs.*

As we work to constantly improve our services, spaces, and collections, it is imperative that we understand how and why they are being used. We will invest staff time and resources to develop a proactive assessment program to better understand, anticipate, and respond to user needs. This program will help us develop better collections, better configure our spaces and technical workflows, provide the best services possible, and partner strategically with other service points within the Anderson Academic Commons and across campus.

**Strategic Direction 4: Provide an enlightening community space with an academic focus.** *The library is a gathering place bringing people together from all disciplines, enabling learning through connection and collaboration and supporting academic success.*

The Anderson Academic Commons is an incredible facility – a true twenty-first century library, and the envy of most librarians who have had the opportunity to visit. Part of its success comes from the variety of academic service points, allowing students a chance for one-stop shopping with easy referral from the Center for World Languages and Cultures to the Writing Center to the Research Center, for instance. And part of its success is due to the wide range of study spaces – from the social to the quiet. We must pay attention to how those spaces and services are used and constantly reimagine the AAC as well as the other library spaces – the Hampden Center and the Bonfils-Stanton Music Library.

We also must think about events, activities, and exhibits to draw students, faculty, staff, and the broader community into our buildings. We will use events and exhibits to engage the community, to highlight our collections, and to partner with others in our building and on campus.

**Strategic Direction 5: Create a rewarding workplace where employees succeed and grow.** *The library, as a teaching and learning organization, supports those who work within the organization by providing the skills, knowledge, resources, and technologies to succeed.*

Libraries are constantly evolving and the skills and experience necessary to succeed as a library employee are shifting too. In order to provide the best service, build strong collections, and enable discovery and access, we must provide our employees with opportunities to learn new skills. We will provide more opportunities for cross-training and more chances for professional development inside and outside of the University Libraries.

In order to foster an atmosphere of mutual respect and trust, we will create a more open, transparent, and participatory environment, where all faculty and staff get a chance to take part in decision-making and where information is shared as broadly as possible.

## Outline of Strategic Directions and Goals

- **Strategic Direction 1: Serve as the campus hub for scholarly communication and knowledge creation.**
  - *Goal 1.1: Develop and support services for creation and communication of new knowledge.*
    - *Objective 1.1a: Develop systems and structures to better support the scholarly communication needs of the campus community*
      - *Activities (Short-Term): Establish advisory committee on scholarly communications and open access **DONE***
        - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 4: Knowledge Bridges*
      - *Activities (Medium-Term): Investigate various platforms to support additional types of faculty and student works such as learning objects, data sets, etc.*
        - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 4: Knowledge Bridges*
    - *Objective 1.1b: Explore means of supporting publishing services*
      - *Activities (Medium-Term): Promote Digital Commons as a platform for publishing journals*
        - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 4: Knowledge Bridges*
      - *Activities (Medium-Term): Develop plan for promoting use of Open Educational Resources*
        - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment*
      - *Activities (Medium-Term): Create resource page with information on various publishing platforms for scholars interested in self-publishing*
        - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 4: Knowledge Bridges*
  - *Goal 1.2: Provide services to facilitate dissemination of faculty and student scholarly and creative work.*
    - *Objective 1.2.a: Enhance community awareness of author rights and open access*
      - *Activities (Medium-Term): Create educational programming and resource guide to educate faculty about copyright guidelines*
        - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 4: Knowledge Bridges*
    - *Objective 1.2.b: Leverage Digital Commons to increase the visibility and impact of faculty and student research activities*

- *Activities (Medium-Term): Investigate methods to auto-populate Digital Commons with DU scholarly works*
    - *Lead Group: Library Technology Services*
    - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 4: Knowledge Bridges*
  - *Activities (Medium-Term): Establish plan for outreach and promotion of Digital Commons*
    - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 4: Knowledge Bridges*
  - *Activities (Medium-Term): Assess quality and consistency of metadata in order to increase discovery and usage*
    - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 1: Faculty Talent, Excellence and Diversity Initiative and Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning*
- **Strategic Direction 2: Provide resources and services to enable research and creative work, teaching, and life-long learning.**
  - *Goal 2.1: Support evolving research trends by providing new types of resources and services.*
    - *Objective 2.1.a: Create mechanisms to support the data lifecycle*
      - *Activities (Medium-Term): Develop and implement data management services.*
        - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 4: Knowledge Bridges*
      - *Activities (Medium-Term): Data auralization - pilot in classes*
        - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression*
      - *Activities (Long-Term): Implement data auralization services*
        - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression*
    - *Objective 2.1.b: Support alternative tools for measuring research impact and productivity.*
      - *Activities (Medium-Term): Pilot Project with Plum Analytics*
        - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression*

- Activities (Medium-Term): Explore, identify, and implement alternative tools for measuring scholarly productivity.
  - Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression
- Activities (Medium-Term) Collaborate with Office of Research
  - Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression
- Goal 2.2: Goal 2.2 Provide services and resources to enhance faculty teaching.
  - Objective 2.2.a: Collaborate with faculty to incorporate multimodal resources into course curricula.
    - Activities (Medium-Term) Collaborate with Center for Statistics and Visualization to increase faculty adoption of information visualization tools into their classes; Develop grant program to encourage faculty collaboration with librarians
      - Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment
    - Activities (Medium-Term) Increase promotion and outreach of Digital Media Center services
      - Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment
  - Objective 2.2.b: To increase affordability of the learning experience, provide access to a broad range of course materials through the library.
    - Activities (Medium-Term) Using SiPX, Leganto, and similar tools, provide access to articles and chapters, including paying for usage as needed
      - Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 1: Financial Support for Students
    - Activities (Medium-Term) Explore models for providing access to commercial textbooks
      - Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 1: Financial Support for Students
    - Activities (Medium-Term) With the Office of Teaching and Learning, work with faculty to increase use of Open Educational Resources (OERs)
      - Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 1: Financial Support for Students

- *Goal 2.3: Offer broad and deep collections, content, and resources supplied through a range of methods and centered on library user needs.*
  - *Objective 2.3.a: Align collections and access strategies with current and emerging university needs.*
    - *Activities (Medium-Term) Use data-driven decision making to support collections decisions.*
      - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment + Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression + Transformative Direction Three: Engagement and Empowerment in Denver and the Rocky Mountain West; Strategic Initiative 2: DU as an Anchor Institute*
    - *Activities (Medium-Term): Establish assessment priorities for collections analysis.*
      - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment + Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression + Transformative Direction Three: Engagement and Empowerment in Denver and the Rocky Mountain West; Strategic Initiative 2: DU as an Anchor Institute*
- *Goal 2.4: Invest in discovery tools that simplify the user experience and that recognize the need for both specialized and general resources.*
  - *Objective 2.4.a: Improve user experience with finding and accessing library materials.*
    - *Activities (Short-Term) Establish library web advisory committee to evaluate and improve the library's web presence. **DONE***
      - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 4: Knowledge Bridges*
    - *Activities (Medium-Term) Configure website data analytics to align with strategic goals.*
      - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment*
    - *Activities (Medium-Term) Conduct usability testing of key discovery tools, analyze results, and adjust interfaces to correspond to user needs.*
      - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment + Transformative Direction Two: Discovery and Design in an Age of*

*Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression*

- *Activities (Medium-Term) Review metadata and discovery configuration to ensure that they meet user needs.*
  - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment + Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression*
- *Goal 2.5: Support increased digital access to primary resources through digitization and digital resource management.*
  - *Objective 2.5.a. Expand visibility and use of physical primary source materials through digitization.*
    - *Activities (Medium-Term) Establish priorities and best practices for digitization and preservation of library materials.*
      - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment + Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression. Transformative Direction Four: One DU; Strategic Initiative 4: Engaging Alumni and Friends*
  - *Objective 2.5.b: Increase usage of digital primary source materials.*
    - *Activities (Medium-Term): Collaborate with faculty to integrate digital primary sources into the curricula.*
      - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment*
    - *Activities (Medium-Term): Evaluate options for enhancing discoverability of digital primary sources.*
      - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression*
    - *Activities (Long-Term): Implement methods and systems for enhancing discoverability of digital primary sources.*
      - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration; Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression*
- *Goal 2.6: Develop a comprehensive strategy to identify and preserve key University records.*
  - *Objective 2.6.a. Work with stakeholders across the University to manage and house temporary records*



- *Activities (Medium-Term): Collaborate with large record-producing units on campus to use the Hampden Center to provide cost savings and efficiency for record storage.*
  - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU.*
- *Activities (Medium-Term): Identify records from these partners to be permanently added to the University Archives.*
  - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression. Transformative Direction Four: One DU; Strategic Initiative 4: Engaging Alumni and Friends*
- **Objective 2.6.b. Identify, collect, and preserve permanent University Records**
  - *Activities (Short-Term): Conduct a census of units to determine most essential records to collect.*
    - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression. Transformative Direction Four: One DU; Strategic Initiative 4: Engaging Alumni and Friends*
  - *Activities (Medium-Term): Visit units to gather or set schedule for delivery of retrospective paper and electronic records.*
    - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression. Transformative Direction Four: One DU; Strategic Initiative 4: Engaging Alumni and Friends*
  - *Activities (Medium-Term): Work with units to develop a schedule for delivery of current and prospective paper and electronic records.*
    - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression. Transformative Direction Four: One DU; Strategic Initiative 4: Engaging Alumni and Friends*
  - *Activities (Medium-Term): Identify best practices for transfer, preservation, and access to digital records.*
    - *Relation to DU Impact 2025: Transformative Direction Two: Discovery and Design in an Age of Collaboration: Strategic Initiative 2: Supporting Research, Scholarship and Creative Expression. Transformative Direction Four: One DU; Strategic Initiative 4: Engaging Alumni and Friends*
- **Strategic Direction 3: Develop a proactive assessment program for data-driven decision making.**
  - *Goal 3.1: Use data to demonstrate the impact and value of library services and resources.*
    - *Objective 3.1.a. Develop systems and structures to facilitate better data gathering and analysis.*

- *Activities (Medium-Term): Design and implement annual survey to obtain feedback on library service and resources.*
  - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment*
- *Activities (Medium-Term): Establish common assessment metrics between library service points*
  - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment; Library can identify what type of information outside the library purview that patrons are asking. We can prepare to meet those needs.*
- *Activities (Medium-Term): Redesign statistics reporting methods to better align with metrics requested for internal and external surveys.*
  - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment*
- *Activities (Medium-Term): Create an assessment committee, assign responsibilities for data gathering and analysis, and embed assessment practices throughout the organization. **DONE***
  - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment*
- *Objective 3.1.b: Establish standardized assessment metrics for library collections, personnel, and operations.*
  - *Activities (Medium-Term): Complete an inventory of current statistics and data.*
    - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment*
  - *Activities (Medium-Term): Create data gathering and assessment guidelines and best practices.*
    - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment*
- *Objective 3.1.c: Demonstrate the impact of offering multiple academic support services within the Anderson Academic Commons.*
  - *Activities (Medium-Term): Compare and contrast assessment measures across multiple service points (AAC partners).*
    - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment*
- **Strategic Direction 4: Provide an enlightening community space with an academic focus.**

- *Goal 4.1: Through exhibits and academically-themed co-curricular events, engage the community in experiential learning and cross-disciplinary exploration.*
  - *Objective 4.1.a: Establish mutually beneficial partnerships with DU community and local and regional organizations through the use of AAC space.*
    - *Activities (Short-Term): Create community engagement task-force. **DONE***
      - *Relation to DU Impact 2025: Transformative Direction Three: Engagement and Empowerment in Denver and the Rocky Mountain West*
    - *Activities (Medium-Term): Seek out co-sponsored events in the AAC to provide a place where people can come together across disciplines.*
      - *Relation to DU Impact 2025: Transformative Direction Three: Engagement and Empowerment in Denver and the Rocky Mountain West*
    - *Activities (Medium-Term): Brand the library as a partner and hub in co-curricular endeavors/initiatives on campus.*
      - *Relation to DU Impact 2025: Transformative Direction Three: Engagement and Empowerment in Denver and the Rocky Mountain West*
    - *Activities (Medium-Term): Establish community outreach programs to offer spaces and services to underserved communities.*
      - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 2: A Community of Diversity, Equity and Inclusive Excellence + Transformative Direction Three: Engagement and Empowerment in Denver and the Rocky Mountain West; Strategic Initiative 1: Collaboration for the Public Good*
    - *Activities (Medium-Term): Partner with DU community and local organizations to enhance and expand library sustainable practices.*
      - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 3: Sustainable DU*
    - *Activities (Medium-Term): Collaborate with DU faculty and organizations, as well as relevant community groups, to integrate exhibits into the curricula and co-curricular opportunities.*
      - *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 2: Enhancing and Expanding our Learning Environment & Transformative Direction Three: Engagement and Empowerment in Denver and the Rocky Mountain West; Strategic Initiative 3: DU as an Open Door to Engagement and Vitality*
- *Goal 4.2: Develop a forward-looking space plan for the Anderson Academic Commons, Hampden Center, and Music Library.*
  - *Objective 4.2.a: Understand usage trends to anticipate changing user needs and building priorities.*
    - *Activities (Medium-Term): Regularly assess building usage to ensure that available space is used optimally, meets user needs, and aligns with strategic goals.*

- *Relation to DU Impact 2025: Transformative Direction One: Students Learning and Leading in a Diverse and Global 21st Century; Strategic Initiative 4: Learning, Living and Leading in Community*
- **Strategic Direction 5: Create a rewarding workplace where employees succeed and grow.**
  - *Goal 5.1: Foster a culture of mutual respect, team engagement, and collaboration.*
    - *Objective 5.1.a: Ensure that all employees have a fundamental understanding of the purpose and benefits of maintaining a civil culture at work.*
      - *Activities (Low-Term): Plan and implement library-wide events and programs that bring employees together across University Libraries. **DONE***
        - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
      - *Activities (Medium-Term): Design and implement employee engagement survey.*
        - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
    - *Objective 5.1.b: Recognize and reward the talents and skills of all employees (staff, student workers, hourly employees, and faculty).*
      - *Activities (Medium-Term): Hold events as applicable that celebrate major achievements by library teams/departments (such as the Alma migration.)*
        - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
      - *Activities (Medium-Term): Recognize employees in the monthly newsletter as applicable.*
        - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
      - *Activities (Medium-Term): Include library employee's personal life events in Brown Bag series (as appropriate).*
        - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
      - *Activities (Medium-Term): Recognize department/committee achievements during all-library events as applicable.*
        - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
      - *Activities (Short-Term): Annually hold the Book Purchase & Book Plate event for all graduating employees. **DONE***
        - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
  - *Goal 5.2: Work to strengthen participation from all library staff and faculty in library decision making.*
    - *Objective 5.2.a. Review and potentially redesign the Libraries' committee and communication structures.*
      - *Activities (Short-Term): Design and implement new committee structure and communication plan. **DONE***

- *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
- *Activities (Medium-Term): Follow-up survey on success of the new structure*
  - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
- *Activities (Short-Term): Survey library employees on understanding of committee structures and communication preferences*
  - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
- *Goal 5.3: Empower staff and faculty to effectively manage change and accept associated risks.*
  - *Objective 5.3.a. Research and implement best practices in change management to better support employees and departments through transitions.*
    - *Activities (Short-Term): Create guide on change management with resources. **DONE***
      - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
    - *Activities (Medium-Term): Hold workshops to help staff adjust to change*
      - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
- *Goal 5.4: Provide cross training, mentoring, and professional development opportunities so that staff and faculty gain knowledge and seek solutions.*
  - *Objective 5.4.a. Provide cross training, mentoring, and professional development opportunities so that staff and faculty gain knowledge and seek solutions.*
    - *Activities (Short-Term): Create professional development committee. **DONE***
      - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
    - *Activities (Medium-Term): Develop plans, procedures, and budget for staff professional development opportunities.*
      - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
    - *Activities (Medium-Term): Establish standardized library faculty and staff on-boarding procedures.*
      - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*
- *Goal 5.5: Implement an ongoing program of strategic budget and staffing choices, organizational flexibility, business continuity, and effective deployment of resources to ensure that the organizational structure best supports our mission, values and goals.*
  - *Objective 5.5.a.: Assess our current organizational structure and make staffing decisions with an eye to future opportunities and growth.*
    - *Activities (Medium-Term): Review and analyze compensation study data.*
      - *Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU*

- Activities (Long-Term): Review comparable library organizational structures.
  - Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU
- Activities (Medium-Term): Analyze internal workflows in order to increase efficiencies.
  - Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU
- Activities (Medium-Term): Evaluate the use of different categories of staff including non-benefitted hourly, interns, and student workers.
  - Relation to DU Impact 2025: Transformative Direction Four: One DU; Strategic Initiative 1: Advance and Celebrate One DU