



# ***Plunging Forward***

The University of Texas at Arlington Libraries  
2020 Strategic Plan

*“Let’s dream together,  
work together, chart new  
directions, and attain levels  
of excellence of which others  
did not even dare to dream.”*

**—Dr. Vistasp Karbhari**  
*President of the University of Texas at Arlington*

# Plunging Forward

The University of Texas at Arlington is on a bold path to become the model for a 21st century urban research university. Bold Solutions, Global Impact, UT Arlington's 2020 Strategic Plan, is at once a road map for the future and an inspiring call to action. Embracing this compelling vision, the UTA Libraries has embarked on an ambitious transformation. This strategic plan offers our vision to be a catalyst for creativity, collaboration, exploration and innovation at the University of Texas at Arlington and beyond.

To be responsive to a university and higher education climate that is experiencing ongoing change and experimentation, UTA Libraries embraces smart risk-taking and perpetual beta as our path to innovation.

For 2014-2020, the UT Arlington Libraries is capitalizing on our established and emerging areas

of excellence to deliver four ambitious Strategic Imperatives. Three Foundational Imperatives provide the critical infrastructure on which the Strategic Imperatives are built. When accomplished, the Strategic Imperatives will substantively advance the University on its path to excellence.

# Who we are.

## *Our Values*

- Collaboration
- Community
- Discovery, Learning and Knowledge Creation
- Excellence
- Flexibility
- Risk-taking and Innovation
- Transparency of Communication and Integrity of Action
- Service

# Where we are going.

## *Our Vision*

The UTA Libraries are committed to equipping scholars to successfully connect, create, explore, and innovate in the new information ecosystem through five identified areas of excellence:

- Extraordinary access
- Creative collaborations
- Impactful services
- Transformational technologies
- Inspiring spaces

# How we get there.

## *Our Foundational Imperatives*

- **Reimagine**

UTA Libraries actively imagines and (re)imagines paths to create extraordinary access and user experiences for our students, faculty and guests.

- **Innovate**

UTA Libraries innovates, driven by our vision, guided by our community and data, and grounded in our values.

- **Sustain**

UTA Libraries is a good steward of resources, honoring contributions of effort, ingenuity and finance.

# Foundational Imperative One

## *Reimagine (How we think)*

UTA Libraries actively imagines and (re)imagines paths to create extraordinary access and user experiences for our students, faculty and guests.

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### **We...**

Implement responsive services and programs.

Support the University's strategic goals of excellence in learning, teaching and research.

Provide rich access to transformational technologies, inspiring spaces, impactful services and quality research resources.

Optimize the discoverability of unique research collections.

Provide infrastructure and extensive programming to respond to the academic, social and emotional needs of our students.

Contribute value to the university community.

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### **Impact**

- *Our users have what they need when they need it.*
- *Our users have first class experiences.*
- *Our users have strong ownership of their library.*
- *Our users are equipped with tools to be empowered and engaged.*

# Foundational Imperative Two

## *Innovate (How we take action)*

UTA Libraries innovates, driven by our vision, guided by our community and data, and grounded in our values.

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### **We...**

Make data driven decisions.

Engage in robust data gathering activities.

Build a culture of strategic risk taking and perpetual beta.

Share data and the decision making processes.

Create a learning culture.

Practice accountability.

Share organizational successes and failures.

Create leaders.

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### **Impact**

- *We are innovation leaders.*
- *We are recognized for an organizational culture that encourages effective and sustainable innovation.*
- *Our strategy is owned by the entire organization.*
- *Our organizational values are visible and celebrated.*
- *We have leaders at every level.*
- *The Libraries is a user-centered, flexible and responsive organization.*
- *Assessment is integrated into every facet of the Libraries operations.*
- *Actions are based upon data, information, knowledge and wisdom.*
- *Accountability is visible in the way we do business.*
- *The Libraries is a good citizen.*
- *We are an organization that is reflective of the community that we serve.*

# Foundational Imperative Three

## *Sustain (How we support our work)*

UTA Libraries is a good steward of resources, honoring contributions of effort, ingenuity and finance.

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### **We...**

Diversify income streams by increasing grants, private and corporate development and gifts.

Make visible the impact of university, state and donor funds.

Invest in the sustainable infrastructure needed to support expanding modes of research, teaching, and scholarly communication.

Provide access to resources responsive to expressed community needs.

Maximize ROI for resource and service expenditures.

Make strategic spending decisions.

Structure our expertise to achieve our strategic goals.

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### **Impact**

- *Growing, sustainable funding streams for library support.*
- *Inflationary stress to our resource budget is reduced.*
- *Resources flow to University and Libraries' strategic priorities.*
- *Our infrastructure supports the life cycle for digital content including collection, storage, management, access, sharing, and long term preservation.*
- *Our organizational chart reflects our strategic priorities.*
- *High Return on Investment (ROI) is a visible priority.*
- *The Libraries budget growth reflects increasing enrollment.*



# What we are achieving.

## *Our Strategic Imperatives*

- **Amplify the Resonance of UTA Scholarship and Creative Works**

Our goal is to accelerate the recognition and use of the extraordinary scholarship and creative works of UTA scholars.

- **Catalyze the Academic and Professional Success of UTA Students and Faculty**

Our goal is to offer robust services, information resources, partnerships, technology and spaces that advance students' academic success, equip them for professional success, and serve faculty colleagues' professional needs.

- **Be a Hub for Experiential Learning and Creativity**

Our goal is to give the UTA community a competitive advantage through access to a transformative environment that fosters learning through reflection, design, creativity, experimentation, and innovation.

- **Build Collaboration and Community**

Our goal is to foster successful collaborations and build vibrant communities across the university, the state and the globe.

# Strategic Imperative One

## *Amplify the Resonance of UTA Scholarship and Creative Works*

Our goal is to accelerate the recognition and use of the extraordinary scholarship and creative works of UTA scholars.

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### **We...**

Facilitate integration of emerging technologies into scholarship and teaching.

Partner with UTA scholars in open-access publishing.

Promote and celebrate UTA scholarship and creative works.

Develop and enhance the digital identity of UTA scholars.

Create and enhance collections for (re)use in transformative scholarship.

Collaborate on a robust intellectual property education program.

Advocate for intellectual property practices that encourage creation, creativity, and remix.

Advance and foster the open source & creative commons movement.

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### **Impact Beyond 2020**

- *An open scholarly ecosystem that maximizes potential use of scholarship.*

# Strategic Imperative Two

## *Catalyze the Academic & Professional Success of UTA Students and Faculty*

Our goal is to offer robust services, information resources, partnerships, technology and spaces that advance students' academic success, equip students for professional success, and serve faculty colleagues' professional needs.

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### **We...**

Build resilience in our community.

Implement convenient and robust academic and social support services.

Create and sustain robust faculty/library partnerships.

Facilitate the integration of emerging creative technologies used by students and faculty into assignments, scholarship, and teaching.

Bring the culture of innovation to the academy through formal and informal learning.

Provide excellent support for faculty and graduate students.

Offer robust learning opportunities to catalyze professional success.

Develop leaders.

Increase affordability of college.

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### **Impact Beyond 2020**

- *We're preparing informed global citizens to lead Texas, and the world.*

# Strategic Imperative Three

## *Be a Hub for Experiential Learning and Creativity*

Our goal is to give the UTA community a competitive advantage through access to a transformative environment that fosters learning through reflection, design, creativity, experimentation, and innovation.

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### **We...**

Advocate for and develop creative environments that inspire and support learners' design thinking and risk-taking.

Facilitate creation, reuse and remix.

Integrate experiential learning through curriculum development, professional development and partnerships.

Advance the use of the reflective process of design thinking to ideate and create.

Cultivate cross-disciplinary connections that result in collaborative innovations.

Create opportunities for students to connect academic knowledge to their experiences and apply this knowledge to new contexts and/or to solve problems.

Develop mechanisms for students to critically reflect on and share/communicate the product and impact of experiential learning opportunities.

Enrich UTA recruitment efforts.

Provide creative emerging technology education.

Encourage use of Library resources for creative works, extracurricular research, and student entrepreneurship.

Lead in the global maker movement.

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### **Impact Beyond 2020**

- *UTA graduates and faculty are global influencers, valued for their nimble creativity and innovative problem solving.*

# Strategic Imperative Four

## *Build Collaboration and Community*

Our goal is to foster successful collaborations and build vibrant communities across the university, the state and the globe.

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### **We...**

Connect online learners to each other and to the broad University community.

Connect UTA students to each other and to the broad University community.

Facilitate relationships for mentoring and growth opportunities for students.

Collaborate with colleagues across campus.

Encourage cross-disciplinary collaboration.

Nurture community partnerships beyond the university.

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### **Impact Beyond 2020**

- *A diverse network of distinguished Mavericks working together to change the world.*

*“While innovation has become the new buzzword in the academy, few are willing to talk about the work involved in innovation. We have adopted a model that embraces strategic risk-taking as the path to innovation. That means that we celebrate the courage of risk-taking whether that results in failure or success.”*

**—Rebecca Bichel**

*Dean of the UTA Libraries*