



June 11, 2019

UW-Madison Libraries are faced with a rapidly changing environment, requiring a rigorous examination of its capacity to chart a strategic and visionary course for the future, a course aligned with meeting the campus' broad mission of advancing research and education.

In 2019, the Libraries put a renewed focus on building on our strengths, working across campus to create partnerships that address varying needs within the University, enhancing the experiences of our community, and showcasing the ways our invaluable resources make a difference.

As we prepare for the 2019-2020 academic year, the Libraries will develop and articulate our future through a new set of strategic directions. As we continue to refine our goals, priorities, and vision, we will work to align our efforts with campus initiatives. We will use the momentum from our many accomplishments this past year to enhance our impact, while looking for opportunities and innovative ways to address the challenges we face.

This document helps share more about our Library units' strategic plans and initiatives. More updates will be made available as we work through our next steps in our strategic planning process.

Strategic Directions for the Special Collections and Archives Division

Drafted: July 17, 2018; revised August 20, 2018

- Develop community practices that foster diversity and inclusion
- Improve the visibility of our spaces, staff, and services
- Improve discoverability and access to collections
- Develop creative partnerships on campus and in our communities

Strategic Directions for the Public Services Division

- Science and Engineering Libraries (SEL) mission/vision ([link](#)).
- The document provides overview and strategy for Science and Engineering Libraries ([link](#)).
- International and Area Studies (IAS) overview and strategy ([link](#)).
- Teaching and Learning Programs: Overview, strategy, priorities, etc, ([link](#)).
- College Library overview and strategy ([link](#)).
- Library spaces overview and strategy ([link](#)).
- Memorial Library overview and Strategy ([link](#)).
- Memorial Library vision for serving as 'Bridge' ([link](#)).
- Social Science Reference Library & Social Work Library: Overview, strategy ([link](#)).
- Business Library Overview and Strategy ([link](#)).
- Library assessment: Overview and strategy ([link](#)).

Strategic Directions for the Digital Strategy Division



Motivated and guided by the principles below, the TDDRSC has developed over the last year three strategic frameworks in the areas of preservation, data governance, and application governance. How well we preserve the resources for which we are the stewards to ensure that future generations can use them; how well we govern the use of, protect, ensure the integrity of, and understand our data; how well we organize, plan for, make critical decisions about, and invest in the applications we use to run and manage the Library are all critical factors to our long-term success. These frameworks will help us to establish a culture across the Library of thoughtful and strategic decision making about technology.

All three frameworks are available [here](#).

A strategic framework does the following:

- A strategic framework contributes to a common understanding of a strategic area: our goals and aspirations, policies and practices, and the reasoning and motivation behind them
- We use the framework to help promote awareness of a strategic area.
- A framework persuades us and our future selves of the importance of the undertaking. It should answer the questions decision makers have about the why the area is of strategic importance to the Libraries.
- A framework serves as a point of reference and justification for particular policies. Similarly, we take into account strategic context and goals along with more practical concerns around resources and engineering when setting priorities.
- The framework sets the strategic area in context. How is this area related to other areas?
- A framework is not a detailed implementation plan with a schedule, allocated resources, and a budget. It informs such planning and can be used to define how one measures the success of implementation efforts, but a framework does not set specific directives appropriate to a particular set of circumstances. Similarly, it doesn't expire, as it were, at the end of an implementation effort.
- We describe the alignment of this strategic area with the [Libraries' mission and the mission of the University](#).
- In each framework we consider such things as scope, coverage, non-negotiable constraints, and risk, applicable standards and exemplar practices.

*Executive Summary: [Framework for Application Development and Management](#)
University of Wisconsin–Madison Libraries*

The Libraries exist as part of a larger campus digital ecosystem on which the University community relies to carry out its teaching, research, and outreach missions. Our ability to deliver services at enterprise scale while contributing to and developing innovative ideas is critical to the ongoing success of the Libraries. Our digital ecosystem is dependent on the purchase, integration, development and interaction with a great many software applications through which we deliver our collections and services. In most cases, applications are not stand-alone; they co-exist in an interdependent world of technologies, applications, policies, services, and service providers across the campus, UW System, and beyond.

Given these interdependencies which are further complicated by resource and technical



constraints, it is imperative that the Libraries develop and manage applications in a manner consistent with the complexities of our organization and the institutions with whom we collaborate and/or conduct business.

The strategic framework for application governance guides our work as we seek to optimize the efficiency, stability, scalability, sustainability, and transparency of the library's application environment, operating within the change management, risk management, and feasibility constraints of a broader IT ecosystem. At the same time, the framework guides our work as we seek to foster a culture of experimentation and innovation, and to shape the direction of our future.

Towards that end, the approved framework will provide vocabulary and categories to enable the formulation of consistent policies governing application development and adoption in the Library environment. This in turn, will be instrumental with respect to working with campus IT governance and data stewardship groups as we consider the purchase, creation and/or adoption of a given software application.

This particular framework is not yet in its final state. At present, the view of the document is best thought of as being in the 100-1,000-foot altitude. Our goal is to produce a framework with a 10,000-foot view, however, this level of detail has been deemed necessary in order to inform the remaining work to get us to 10,000 feet. We will share this document once the final draft is available.

*Executive Summary: [Framework for a Library Data Governance Program](#)
University of Wisconsin–Madison Libraries*

Libraries are inherently data-centric, as producers and consumers of data and information resources on which both our staff and patrons rely on a daily basis to carry out their work. Additionally, the Libraries ability to acquire, deliver, share, facilitate discovery of, curate, and preserve our assets, assess our services, and, collaborate with vendors and partner institutions is entirely dependent on staff at all levels of the institution having a clear idea as to how our data is governed and where their positions contribute to a cohesive and coordinated program for using and managing data

As our data touches every aspect of library services, it is vital that we develop a formal Library Data Governance Program aimed at articulating policy and managing accountability for data assets, how we understand and mitigate risk pertaining to our data assets, and finally, how we facilitate the continuity and transfer of organizational knowledge with respect to the data created, collected, and managed as part of the library enterprise.

*Executive Summary: [Framework for a Digital Preservation Policy](#)
University of Wisconsin–Madison Libraries*

As more and more scholarly work is persisted in only digital form, it is becoming increasingly important to provide enterprise scale, professionally managed services that can accept, maintain, and recover digital assets. Preserving the integrity, usability, reproducibility, and identity of these assets is a critical aspect of our ability to make such works and assets available over time. This framework is intended to contribute to the development of a campus and library vision and strategy that will meet the current and



future needs of the University in this realm.

This document provides a framework for developing and organizing digital preservation policies for the UW–Madison Libraries. Endorsement of the framework does not in itself commit the Libraries to carrying out all of its provisions, but this document will govern the development of digital preservation policies and the procedures enacting those policies.

This framework is a guide for the development of a set of policies reflecting the UW–Madison Libraries' commitment to the stewardship and preservation of its digital assets. In aggregate, these assets form an important part of our cultural and scientific heritage, whose existence is at risk unless a formal commitment to their preservation is articulated, developed, and implemented. Furthermore, as a public institution we are responsible for protecting the significant investment in dollars and human effort we've made over the years in acquiring or creating our digital collections.

Preservation policies and activities are not self-contained, but act within a regulatory and programmatic environment that helps to shape the ways in which we operate.

The Libraries' preservation activities must observe federal and state law: copyright (including preservation exceptions in §108 and the Fair Use provisions of §107), the Digital Millennium Copyright Act (DMCA), the Americans with Disabilities Act (ADA), state records retention schedules, and any other applicable regulations.

Finally, as part of a global community of librarians, researchers, and scholars, we should follow whenever possible international standards and best practices related to digital preservation.

Given its complexity and cost, digital preservation should be centrally planned and managed, even if specific activities are carried out throughout the library system. In this way, we can not only manage our expenditures most efficiently, but also ensure that regulations and mandates are being followed.

Digital preservation cannot occur without institutional commitment and a sustainable funding model. Additionally, the Libraries' digital preservation efforts will not occur exclusively within the organization, but will leverage wherever possible partnerships with campus entities (e.g. Division of Information Technology, Office of the CIO, schools and departments), as well as national and international preservation efforts such as Portico, HathiTrust, and the Digital Preservation Network.

In considering issues pertaining to technological and procedural suitability, a great many factors must be considered, ranging from technological and geographic redundancy to documenting workflows, to maintain both the integrity and identity of the objects under curation.

All systems involved in the preservation workflow will meet or exceed campus IT Security requirements, policies, and procedures. Furthermore, the Libraries' preservation repository will be considered mission-critical infrastructure, with appropriate levels of monitoring, response, and recoverability.

Finally, we must consider the notion of procedural accountability, providing for period audits and assessment of the digital preservation program, and, in the Library



administration explicitly approving this framework to ensure that the work carried out by the libraries for digital asset is appropriately carried out and governed.

Strategic Directions for the Administration Division

The University of Wisconsin–Madison (UW–Madison) Libraries Strategic Communication Plan is designed to advance communication efforts and provide a framework for the communication needs of the General Library System (GLS). In addition, this plan outlines the importance of frequent coordination with other libraries within the University (that do not fall under the GLS umbrella). It also acknowledges collaboration with departments and libraries around the UW System, CIC libraries, and other partners.

Throughout this plan, a series of communication goals are identified based on the guidance of the GLS Executive Team. This plan is not intended to be a comprehensive marketing plan, which involves a broader scope. Instead, this document focuses on the fundamental communication needs and strategies related to establishing a strong practice of communication.

Communications Statement

Communication is not exclusive to one person, committee, or group of employees. Successful communication requires education, organization, frequency, and consistency. Every interaction is a chance to ensure positive experiences for our audiences, and build an accurate vision and understanding of the UW–Madison Libraries. All Library employees share the responsibility of communicating. Whether it's one-on-one interactions, written communications, customer service, instruction sessions, or events and outside opportunities, every interaction matters. To that end, the communications team is responsible for ensuring the staff have the proper information and tools to provide accurate messaging.

Approval / Review

The UW–Madison Library Strategic Communication Plan was received for review on June 1, 2015; Accepted on July 31, 2015.

Updates to Plan

While the plan is forward thinking and proactive, minimizing the need for frequent changes, it should be reviewed every two years to allow for updates based on the needs and goals of the Libraries. The objectives outlined in this plan are subject to change based feedback from the Executive Group and dependent upon future research when necessary.

About the Libraries

The [UW–Madison Libraries](#) are exceptionally diverse. With the exception of single department reading rooms, most campus libraries have their holdings listed in the shared electronic catalog and participate in other library services such as lending and document delivery. The libraries represented in the shared catalog are divided administratively into four major groups (although these distinctions are invisible to our users).

- The General Library System (GLS)
- Professional Libraries
- Wisconsin Historical Society and Archives
- Special Purpose Libraries



Mission Statement

The mission of the UW–Madison Libraries is to support excellence in teaching, research and learning by providing resources, services and spaces that help to ensure the success of our students, faculty, and staff. We are also committed as a library system to supporting the [Wisconsin Idea](#), and engaging in local, state, national, and global initiatives.

View full communications strategy, [version 2018 here](#).