

Cascaded Plan for Support Units – Waypoint 1 July 1, 2016 – June 30, 2019

Support Unit Name (e.g. VP Area etc.): Library

Long term focus which supports the University of Idaho Strategic Plan:

(Narrative including which university goal(s) will be advanced and supported by the unit's highest priority activities over the next nine years and a brief description of anticipated tactics deployed to help the University of Idaho meet goal(s))

As Idaho's flagship research library, the University of Idaho Library connects our users with information, ideas, tools, and spaces (**Goals 1A, 1C, 3C**); enriches formal and informal learning opportunities (**Goal 3A, 3B, 3C**); supports and advances research, scholarly, and creative activity (**Goal 1A, 1C**); builds partnerships through regional and national outreach (**Goal 2C**); and preserves university, state, and regional historical archives (**Goals 1B, 2C**).

The Library strives to develop and expand our capacity and skills to provide our users with the resources, training, and expertise of a world-class research library. We champion the transformative power of ideas and learning, inspire our students to engage in a lifelong pursuit of intellectual development, and provide an essential foundation for innovation, research, and scholarship.

Based on these principles, we have set out five specific projects to pursue during Waypoint 1. During this time, we are focused primarily on University goals related to recruitment, retention, and student success. However, we are also setting forth tactics which will build the University's capacity for research, scholarship, and outreach. These projects, described below and in attached documents, aim to support Student Success by engaging directly with students and lowering attendance cost; provide Support for Research and Scholarship by building our collections and our capacity to support academic programs; look ahead to building Facilities that allow for proper curation and access to our special collections and archives; bolster our Online Presence in a way that connects student and faculty researchers to resources and to each other; and solidify the Center for Digital Inquiry and Learning (CDIL), which will provide a platform for digital humanities research, enable new grant opportunities, and facilitate interdisciplinary collaboration.

Mapping and assessing long-term activities with respect to the strategic plan goals and priority institutional metrics (page 6 of university strategic plan):

University Strategic Goal	Focus for unit? (Y or N)	Unit's high priority activities to support and advance this goal	Corresponding measure of success (metrics and / or milestones)
Innovate (especially terminal degrees)	Y	Support for Research and Scholarship Facilities Online Presence CDIL	Completed milestones and selected output metrics Completed milestones Completed milestones Completed milestones and grants received
Engage (especially Go-on rates)	N	Facilities	Completed milestones
Transform (especially Enrollment and Retention)	Y	Student Success Support for Research and Scholarship Facilities Online Presence CDIL	Completed milestones and selected output metrics Completed milestones and selected output metrics Completed milestones Completed milestones Completed milestones and grants received
Cultivate (especially Work Environment and Inclusivity)	N		

Waypoint 1 goal(s) and objective(s), and tactics (short narrative description):

Key tactics described here in narrative form, as a numbered list that will be performed during the first three years of the plan. Include a cross referencing to strategic plan goals and objectives where possible.

The Library is pursuing five projects during Waypoint 1. Detailed information on each of these projects can be found on the attached “Project Plan Description with Milestones” sheets. The Student Success project will be completed by the end of Waypoint 1, and all other projects are expected to extend beyond July 2019, though significant progress will be made toward completion of each of the projects during Waypoint 1.

1. The Library’s Student Success project has a broad focus that includes many aspects of library services in an effort to move library personnel, space, and resources toward University teaching, learning, recruitment, and retention goals. Starting in June 2016, the Library began to reorganize faculty duties to place more emphasis on undergraduate learning, repurpose space to engage students with opportunities for active learning and experimentation with new technology, pursue open educational resources to lower the cost of attendance, and seek partnerships across campus to co-locate student academic services in the Library. This program, overseen by Library administration and executed by many faculty and staff members throughout the Library, has the potential to directly impact the undergraduate student experience at the University of Idaho by engaging students as they develop their skills in critical thinking, information literacy, research, and technology while simultaneously lowering barriers to success. **(Goals 3A, 3B, 3C)**
2. The Support for Research and Scholarship project comes out of the need for the Library to build its capacity to properly support faculty and student research and scholarship. Though the Library currently offers collections at a level almost equal to our peer average, as well as many important services including research instruction and data management support, our staffing levels are well below our peer average and our ability to adequately support research and scholarship is therefore severely limited. **(Goals 1A, 1C, 3C)**
3. The Facilities project addresses space issues that are affecting the Library’s Special Collections and Archives, which is one of the preeminent collections of unique cultural, environmental, political, and historical materials in the state of Idaho and the region. Currently our physical collection spaces are substandard (located in the basement under water pipes that pose a constant threat

to irreplaceable historical materials) and do not meet recommended minimums for the safe preservation of collections (temperature and humidity control). A space assessment survey conducted in summer 2016 determined that there is no physical space for acquiring new research collections, forcing us to create temporary storage spaces in the Library and across campus. **(Goals 1C, 2B, 3C)**

4. The Online Presence project addresses Library web properties that currently receive over 140 thousand visitors and almost 2 million page views each year. These numbers are evidence of the enormous importance of digital library resources and services to the University community, and their essential importance to our teaching, learning, scholarship, and research. We actively develop and monitor the main library website, as well as our catalog, digital collections, INSIDE Idaho, and several other properties, to ensure that usability and access are intuitive and unfettered.

For the first waypoint, we will be focusing our online presence project primarily on improving VIVO, which is a research-focused discovery tool that features University of Idaho research and researchers. The Library has been developing the system for several years and should have a full profile of the University, including all professors, departments, centers, colleges, research organizations, etc., input into the system by summer 2017. VIVO has tremendous potential to record, preserve, and promote the research accomplishments of the University. This project will focus on completing that profile and extending the system for better integration and usage by University faculty and organizations by 2019. Additionally, we have included goals to improve our Primo interface (Primo is our primary interface for users to find our print and licensed electronic resources) and explore new systems for our digital collections. **(Goals 1A, 2C, 3C)**

5. The Center for Digital Inquiry and Learning (CDIL) is an interdisciplinary collaboration between the University of Idaho Library and the College of Letters, Arts, and Social Sciences (CLASS) that works to expand the production of digital scholarship on campus. CDIL began as a group of interested faculty members in the spring of 2015 and was more officially established in the spring of 2016 when it was awarded a Vandal Ideas Project grant from the President's office. We are currently using funds from that award to outfit our center with furniture and establish our spring and summer fellowship programs. This project seeks to turn these initial investments into a program that awards annual fellowships to faculty and generates regular grant applications and awards. **(Goals 1A, 1B, 1C, 3A, 3B)**

Waypoint 1 Metric Targets for Unit:

For each numbered tactic on the prior page, please link to the appropriate strategic plan goal/objective and suggest a means of measuring progress over the course of the next three years (e.g. completion dates for milestones, specific measures of progress unique to your unit).

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019
1. Student Success	3A, 3B, 3C	Completed milestones and selected output metrics	9 of 21	16 of 21	21 of 21
2. Support for Research and Scholarship	1A, 1C, 3C	Completed milestones and selected output metrics	3 of 16	7 of 16	11 of 16
3. Facilities	1C, 2B, 3C	Completed milestones	1 of 4	2 of 4	2 of 4 (progress on 3)
4. Online Presence	1A, 2C, 3C	Completed milestones	3 of 11	9 of 11	11 of 11
5. CDIL	1A, 1B, 1C, 3A, 3B	Completed milestones, grants received	6 of 15	11 of 15	12 of 15

Project Plan Descriptions with Milestones

Project Title: **Student Success**

Anticipated Timeframe: 7/2016 – 6/2019

1. Project Background and Brief Description

Describe how project came about, what will be the end result if successfully completed and who will be involved in the project.

The Library's Student Success project has a broad focus that spans many aspects of library services in an effort to move library personnel, space, and resources toward University teaching, learning, recruitment, and retention goals. Starting in June 2016, the Library began to reorganize faculty duties to place more emphasis on undergraduate learning, repurpose space to engage students with opportunities for active learning and experimentation with new technology, pursue open educational resources to lower the cost of attendance, and seek partnerships across campus to co-locate student academic services in the Library. This program, overseen by Library administration and executed by many faculty and staff members throughout the Library, has the potential to directly impact the undergraduate student experience at the University of Idaho by engaging students as they develop their skills in critical thinking, information literacy, research, and technology while simultaneously lowering barriers to success.

2. Project Scope and Impact

Project scope defines the boundaries of a project. Scope answers questions including what will be done, what won't be done, and what the result will look like and how those results will impact the University and help us achieve the goals and vision of the Strategic Plan.

This project involves taking a holistic look at Library services to students, particularly undergraduates, with the goal of maximizing our efforts toward promoting student learning, research, and engagement. It increases curricular and extracurricular learning opportunities for students, lowers the overall price of attendance, and gives students opportunities to gain experience with technology that employers are seeking. Therefore, this project supports all aspects of Goal 3: Transform and directly contributes to recruitment and retention.

3. Implementation Plan Narrative (referencing milestone list)

Provide a step-by-step narrative of what you will do with sufficient detail to allow the reader to have a general understanding of each step's importance as well as its relationship to other steps in the overall project plan (e.g. I need to build a level concrete slab first (milestone 1) so that the structure of the house as a solid and level foundation upon which to build a stable frame (milestone 2), I need to build a frame (milestone 2) so that I can attach a roof (milestone 3) etc etc).

Though the overall purpose of this project is a unified goal of student success, it is comprised of four primary foci.

The Making, Innovating, and Learning Laboratory (The MILL) is an interdisciplinary hub for collaborative and innovative technology, such as 3D printers, a 3D scanner, Arduino, and Raspberry Pi. Launched in summer 2016 (1), The MILL has been wildly popular with diverse students from across campus pursuing curricular and extra-curricular learning opportunities. The MILL workshop series (8) has extended the reach of The MILL by teaching newcomers to use the technology. The Studio (13, 14) will extend the capabilities of The MILL to include advanced video and audio recording and editing. In 2018, the Library will assess student learning in The MILL (20) with the goal of identifying potential growth areas that will be addressed by adding a new staff person (20) and examining equipment, space, and hours (22).

The First Year Experience (FYE) program was created by reorganizing Library faculty responsibilities and redirecting time toward incoming undergraduate and transfer students through orientation, programs in living groups, basic library instruction, and innovative library programming (3). This program was soon bolstered by the addition of a resident librarian (6) and, given the demand we have experienced so far, we hope to add a second resident librarian in time for fall 2018 (20). Before the 2018/19 school year we also expect to need adequate display materials to fully participate in orientation and student events (19), and hope to extend the small group of faculty involved in this program by designing and creating online learning materials to supplement and enhance student learning (22).

The Library has already been involved with promoting Open Educational Resources (OER) at the University of Idaho, and the Student Success project provides steps to distribute these low-cost textbooks and educational resources throughout the curriculum. The first year of the “Think Open” fellowship is currently in progress (7) and plans are already underway for the second cohort (15) in 2017/2018. The third cohort (25) should come into a mature and well-developed OER program. Additionally, we are now working to partner with other institutions across the state to join the Open Textbook Network (9). This project should lay the groundwork for future collaborations to lower textbook costs across Idaho (25).

In order to build job knowledge, confidence, and capacity in our student employees and provide a better experience for Library users, we will be creating a comprehensive Library Student Employee Training and Evaluation program (11,16). This program will provide a standard framework for onboarding, training, and evaluating student workers. Additionally, by establishing clear expectations for all student employees, library faculty and staff have a shared understanding of what is expected of our student employees. This program will be trialed in Fall of 2017 (17) and fully launched in Spring of 2018 (18).

Finally, there are a handful of tasks to ensure that our facility is being used for the maximum possible benefit to students. Following the success of the 2016 first floor renovation, we were able to go to a 24-hour model beginning in fall 2016 (4). Additionally, we worked with Academic Support Programs to bring tutoring to the second floor of the Library (2). We hope to build on the success of this partnership as we work with others in the University to create the Vandal Success Center (10).

4. Milestones with timeline

A table that includes all the milestones with estimated start and finish dates.

Task No.	Task Name	Start Date	Finish Date	Duration	Champion
1	Launch Making, Innovating, and Learning Lab (The MILL)	7/16	8/16	2 months	Kristin Henrich
2	Relocate Vandal Tutoring services into Library	7/16	8/16	2 months	Ben Hunter, Cori Planagan
3	Create First-Year Program by reorganizing Library faculty duties	7/16	8/16	2 months	Lynn Baird, Ben Hunter, Diane Prorak
4	Gary Strong Curriculum Center remodel to create a more student-centered space	7/16	7/17	13 months	Rick Stoddart
5	Begin overnight, extended hours for Library	8/16	N/A	Ongoing	Ben Hunter
6	Hire resident librarian to build on new FYE program	11/16	1/17	2 months	Diane Prorak
7	"Think Open" fellowship cohort 1 begins to rethink course materials to favor open educational resources or affordable options	1/17	6/17	6 months	Annie Gaines
8	Launch MILL Workshop series; focus on technology skills using MILL resources. Focus on curricular integration with previous college partners and explore partnerships with the College of Business.	1/17	6/17	6 months	Kristin Henrich
9	Work with other public institutions in Idaho and the SBOE to pursue statewide membership in the Open Textbook Network	1/17	6/17	6 months	Annie Gaines
10	Pursue opportunities related to the Vandal Success Center initiative to offer additional student services out of the Library.	3/17	9/17	7 months	Lynn Baird
11	Gather all existing materials for Library student employee training	5/17	6/17	1 month	Ben Hunter

12	Hire library technician to manage MILL operations and assist with 24-hour access to Library.	6/17	8/17	3 months	Kristin Henrich
13	Soft launch of The Studio, audio/visual production and editing space affiliated with the MILL. Focus on curricular integration with previously identified partners such as JAMM and English.	6/17	9/17	3 months	Kristin Henrich
14	Market and promote The Studio; explore potential campus-wide collaborations. Develop and implement assessment plan for student learning in The Studio.	7/17	12/17	6 months	Kristin Henrich
15	“Think Open” fellowship second cohort	7/17	6/18	12 months	Annie Gaines
16	In consultation with leadership team and student supervisors, finalize student worker training materials and begin full trail for Fall 2017	7/17	9/17	2 months	Ben Hunter
17	First implementation of student end-of-semester evaluation; assess program through surveys of students and supervisors	12/17	1/18	1 month	Ben Hunter
18	Revise and fully implement student worker training program	1/18	5/18	5 months	Ben Hunter
19	Design and purchase components for an attractive and interactive display for library outreach to student groups and for use at campus outreach events to aid in student recruitment and retention efforts.	12/17	1/18	2 months	Diane Prorak
20	Develop and implement assessment plan for student learning in the MILL.	1/18	6/18	6 months	Kristin Henrich
21	Collaborate with other public institutions in the state and the SBOE on shared projects related to using open educational resources or open textbooks in Idaho GEM courses and/or dual-enrollment courses	1/18	6/19	18 months	Annie Gaines
22	Evaluate space needs for both the MILL and The Studio; explore expanding hours, technology holdings, and staffing depending on demand from students.	5/18	8/18	4 months	Kristin Henrich

23	After determining need, design additional online and visual materials to use in course sites, for outreach and for individual on-demand learning. Outsource technical and video components as needed to create a professional, polished product.	6/18	8/18	3 months	Diane Prorak
24	Assess First Year Experience program with special attention to growth areas; create second resident librarian position to serve student needs	6/18	8/18	3 months	Diane Prorak
25	Think Open Fellowship - cohort 3 - add OER creation level of participation with larger financial incentives, different tiers of participation	7/18	6/19	12 months	Annie Gaines

Project Title: **Support for Research and Scholarship**

Anticipated Timeframe: 7/2016 – 6/2022

1. Project Background and Brief Description

Describe how project came about, what will be the end result if successfully completed and who will be involved in the project.

The Support for Research and Scholarship project comes out of the need for the Library to build its capacity to properly support faculty and student research and scholarship. Though the Library currently offers collections at a level almost equal to our peer average, as well as many important services including research instruction and data management support, our staffing levels are well below our peer average and our ability to adequately support research and scholarship is therefore severely limited.

This project has two primary phases, both of which will involve the majority of our Library faculty with general oversight provided by Library administration. During the first phase (Waypoint 1), we will be building the infrastructure necessary to properly support student learning and faculty research. This includes maximizing existing resources, hiring positions, strengthening our outreach across campus, and assessing services. The second phase (Waypoint 2) will build on our assessment findings to develop the program in a way that directly supports and contributes to scholarship and research at a level appropriate for the University of Idaho. Because the second phase happens during the second waypoint and will be driven in large part by our experience implementing a revamped liaison program during the first phase, few details are firmly established at this time.

If successful, the Library will be able to support scholarship and research at the University of Idaho at the level expected of a true research library. If we are completely successful at building this capacity, the University of Idaho Library will receive an invitation to join the Association of Research Libraries.

2. Project Scope and Impact

Project scope defines the boundaries of a project. Scope answers questions including what will be done, what won't be done, and what the result will look like and how those results will impact the University and help us achieve the goals and vision of the Strategic Plan.

This project is focused on building our capacity for full engagement with University goals during Waypoint 2, specifically the objectives put forth in Goal 1: Innovate. In building that capacity, the Library will be actively strengthening many of our services to all levels of students. By strategically building our program during Waypoint 1 we expect to immediately increase our

potential to engage with students, which supports Goal 3: Transform, and by extension, supports University retention goals.

3. Implementation Plan Narrative (referencing milestone list)

Provide a step-by-step narrative of what you will do with sufficient detail to allow the reader to have a general understanding of each step's importance as well as its relationship to other steps in the overall project plan (e.g. I need to build a level concrete slab first (milestone 1) so that the structure of the house as a solid and level foundation upon which to build a stable frame (milestone 2), I need to build a frame (milestone 2) so that I can attach a roof (milestone 3) etc etc).

In fall 2016, we reorganized faculty responsibilities to redirect resources toward strategically important areas. Though we are severely understaffed in our liaison program (the program within the Library that oversees collection development and Library services to academic units on campus), this reorganization was intended to maximize faculty capability to support scholarship and research (1). Currently underway is a search for a Science Librarian, a key position in our liaison program which has been vacant since summer 2016 (2).

In summer 2017 we will be reviewing this reorganization using basic output metrics and Library faculty perceptions and making changes as deemed necessary (3). We will also review our monograph purchasing programs to ensure that the University community has access to the appropriate resources in the best possible formats (4). We will also be hoping that our UBFC request for ongoing funding for SciFinder is approved; this is a very expensive but very important resource that had, in the past, been funded by other entities on campus (5). If this request is unsuccessful, the Library will be forced to either cancel the subscription or make massive resource cuts elsewhere in our collections.

During the summer of 2017, we will hire a Social Sciences librarian to complement our Science Librarian and Humanities Librarian positions (6). This is a key hire for us that will enable us to provide the most basic infrastructure expected of university libraries. We will undertake another periodic assessment of our overall liaison program in summer 2018 to ensure that we are using our resources in the most effective and efficient way (7).

In 2018 we hope to hire a part-time archivist to provide necessary processing for a Native American archival collection we expect to receive; this collection and its proper curation will be an extremely valuable addition to the Library's holdings, both for scholars at UI and for the national community of scholars in Native American studies (8). This position, as well as the addition of a full-time Instruction and Outreach Archivist, will expose our collections to a wider audience, enhance scholarly uses of our collections, and result in the University building capacity for new archival collections (9).

As a capstone to our Waypoint 1 activities, we will undertake a more comprehensive assessment of our support for research and scholarship and, based on our findings, develop a comprehensive plan to maximize use of our enhanced infrastructure (10). We are convinced that part of this plan will include strengthening our national connections to other organizations working with issues such as scholarly publishing, data, and digital libraries (11, 12, 13, 14, 15). These connections are an essential component of our bid to become a member of the Association of Research Libraries.

4. Milestones with timeline

A table that includes all the milestones with estimated start and finish dates.

Task No.	Task Name	Start Date	Finish Date	Duration	Champion
1	Reorganize faculty duties to centralize liaison duties (e.g., collection development, upper division and graduate instruction) with a core group of librarians to enable stronger support for academic programs	7/16	8/16	2 months	Lynn Baird, Ben Hunter
2	Embedded Education Librarian in College of Education	7/16	N/A	ongoing	Rick Stoddart
3	Hire new Science Librarian to fill vacant position.	1/17	6/17	6 months	Lynn Baird
4	Hire Social Sciences Librarian in newly created position to act as counterpart to Science Librarian and Humanities Librarian, thus creating the core infrastructure needed to properly support all aspects of an R1 institution.	4/17	8/17	5 months	Lynn Baird
5	Review first year of reorganized liaison program in terms of stakeholder response measured through instruction statistics and student and faculty contacts. Make changes if deemed necessary.	6/17	8/17	3 months	Ben Hunter

6	Assess current monograph purchasing programs (a mix of firm orders, approval plans, and patron driven acquisitions) for efficiency and effectiveness, to be measured via circulation statistics and price per use.	6/17	8/17	3 months	Ben Hunter
7	Establish permanent funding for the SciFinder Scholar database, a highly-used and essential resource for all research libraries	7/17	7/17	1 month	Lynn Baird
8	Hire part-time archivist to curate and make Native American research collection available.	1/18	6/18	6 months	Erin Stoddart
9	Review second year of reorganized liaison program in terms of stakeholder response measured through instruction statistics and student and faculty contacts. Make changes if deemed necessary.	6/18	8/18	3 months	Ben Hunter
10	Hire faculty position - Instruction and Outreach Archivist	1/19	6/19	6 months	Lynn Baird
11	Undertake comprehensive assessment of liaison program in terms of meeting student and faculty needs; reallocate resources as deemed necessary to better support high-impact activities	1/19	6/19	6 months	Ben Hunter
12	Join the Greater Western Library Alliance (GWLA) and fund faculty travel to fulfill membership obligations. GWLA will add new opportunities for collaboration with leading research libraries which will bolster our reputation and provide new benefits to the UI research community.	Second Waypoint	N/A	N/A	Lynn Baird

13	Permanently fund membership in the Coalition for Networked Information (CNI). This membership will allow the Library and the University to participate in the conversation about digital information technology and its use in scholarship and education.	Second Waypoint	N/A	N/A	Lynn Baird
14	Join the Scholarly Publishing and Academic Resources Coalition (SPARC). This membership will allow the Library and the University to participate in the national conversation surrounding open access and the creation of a more sustainable scholarly publishing ecosystem for the future.	Second Waypoint	N/A	N/A	Lynn Baird
15	Join the Digital Library Federation (DLF). This membership will enable the Library and the University to collaborate with leading research universities on issues related to digital libraries including standards, best practices, stewardship, curation, and education	Second Waypoint	N/A	N/A	Lynn Baird
16	Join the Research Data Alliance (RDA). This membership will enable the Library and the University to collaborate with leading research universities on issues related to digital libraries including standards, best practices, stewardship, curation, and education.	Second Waypoint	N/A	N/A	Lynn Baird

Project Title: Library Facility Feasibility Study and Construction

Anticipated Timeframe: 2017-2023

1. Project Background and Brief Description

Describe how project came about, what will be the end result if successfully completed and who will be involved in the project.

The Library's Special Collections and Archives is one of the preeminent collections of unique cultural, environmental, political, and historical materials in the state of Idaho and the region. Currently our physical collection spaces are substandard (located in the basement under water pipes that pose a constant threat to irreplaceable historical materials) and do not meet recommended minimums for the safe preservation of collections (temperature and humidity control). A space assessment survey conducted in summer 2016 found that there is no physical space for newly acquired research collections, forcing us to create temporary storage spaces in the Library and across campus.

In 2009 the Library conducted a building feasibility study that addressed the need for expanded and improved facilities to house our special collections and archives. That plan assumed an acquisition rate based on past performance and, at that time, we thought we had space for twenty-five years of growth. We have now outgrown the plan without its implementation and therefore need to perform a new feasibility study that includes a vision for a library facility of the future, building on the success of the UI Library's first floor remodel last year. This study will serve as a guiding document and vision in designing and constructing a new addition to the existing Library building.

If successfully completed, the University of Idaho Special Collections & Archives will significantly increase its ability to attract new research collections and researchers. A larger number of high quality collections and appropriate facilities for those collections are expected of a research library and will be of great benefit to researchers and scholars at the University of Idaho and others across the state and region.

2. Project Scope and Impact

Project scope defines the boundaries of a project. Scope answers questions including what will be done, what won't be done, and what the result will look like and how those results will impact the University and help us achieve the goals and vision of the Strategic Plan.

In the past decade, research libraries have increasingly used their archives to attract researchers and demonstrate the uniqueness of their collections. In 2007, the Library

articulated a strategic focus on seeking collections that help us in “sharing the best of Idaho with the world,” and this focus is still central to our current strategic plan. This goal has led us to pursue collections from leaders in the legislature, industry, environment, and University. The archives support research in multiple fields and our collections are featured in many venues throughout the world. These are working collections that give students hands-on experience in conducting research using primary source materials, thus contributing to Goal 3: Transform.

Our special collections and archives contribute broadly to the university’s goal of becoming an R1 university, specifically both Goal 1: Innovate and Goal 2: Engage. Our collections provide the raw materials for scholars to investigate the historical and social roots of Idaho’s people and history. As we move toward our goal of becoming a highest research activity extensive university, these collections provide a crucial piece of infrastructure to support the humanities and social sciences disciplines.

3. Implementation Plan Narrative (referencing milestone list)

Provide a step-by-step narrative of what you will do with sufficient detail to allow the reader to have a general understanding of each step’s importance as well as its relationship to other steps in the overall project plan (e.g. I need to build a level concrete slab first (milestone 1) so that the structure of the house as a solid and level foundation upon which to build a stable frame (milestone 2), I need to build a frame (milestone 2) so that I can attach a roof (milestone 3) etc etc).

In order to address immediate, pressing needs, we are currently building additional secure space for our growing archival collections (1). Due to the number of years it will take to conduct a feasibility study and plan for a building construction project, we determined that this was the most cost and time efficient solution to address the immediate need. Based on the summer 2016 space assessment, library administration designated space in the library basement that will be cleared and have a cage and security system constructed in spring 2017. We are currently undertaking large-scale withdrawal projects to make room for this new security cage.

Beginning in the summer of 2017, we will undertake a feasibility study (RFP) that will look at possibilities for long-term library building expansion (2). This expansion will include space for student and administrative needs in addition to space for our Special Collections. The Library submitted a feasibility proposal to Facilities and UBFC in January 2017 with the goal of conducting the study in FY18.

Using the feasibility study, we will be designing the Library building project in FY19 (3). This phase of the project will include determining fundraising goals, the construction budget, and appropriate avenues to finance the construction. During Waypoint 2 and 3 we will break ground and begin creating an expanded Special Collections area that provides space for instruction,

exhibits, and collections and meets recommended professional standards for security and temperature and humidity control (4).

4. Milestones with timeline

A table that includes all the milestones with estimated start and finish dates.

Task No.	Task Name	Start Date	Finish Date	Duration	Champion
1	Expand security cage in basement to accommodate growing collections	07/2016	06/2017	1 year	Erin Stoddart, Lynn Baird, Ben Hunter
2	Feasibility study (RFP) for long-term library expansion	07/2017	06/2018	1 year	Lynn Baird, Ben Hunter, Erin Stoddart
3	Addition design, budget, fundraising	07/2018	06/2020	2 years	Lynn Baird, Ben Hunter, university advancement
4	Building construction	2020	2023	3 years	Dean Baird, Ben Hunter

Project Title: Improving Online Presence

Anticipated Timeframe: 7/2106 – 2/2019

1. Project Background and Brief Description

Describe how project came about, what will be the end result if successfully completed and who will be involved in the project.

Library web properties receive over 140 thousand visitors and almost 2 million page views each year; these numbers provide evidence of the enormous importance of digital library resources and services to the University community, and their essential importance to our teaching, learning, scholarship, and research. We actively develop and monitor the [main library website](#), as well as [our catalog](#), [digital collections](#), [INSIDE Idaho](#), and several other properties, to ensure that usability and access is intuitive and unfettered. These web properties are developed and maintained primarily by Library faculty and staff in our Data & Digital Services (Devin Becker, head) and Technical Services (Rami Attebury, head) departments.

For the first waypoint, we will be focusing our online presence project primarily on improving [VIVO](#), which is a research-focused discovery tool that features University of Idaho research and researchers. The Library has been developing the system for several years and should have a full profile of the University, including all professors, departments, centers, colleges, research organizations, etc., input into the system by summer 2017. VIVO has tremendous potential to record, preserve, and promote the research accomplishments of the University. This project will focus on completing that profile and extending the system for better integration and usage by University faculty and organizations by 2019. Additionally, we have included goals to improve our Primo interface (Primo is our primary interface for users to find our print and licensed electronic resources) and explore new systems for our digital collections.

Successful completion of this project will enhance and strengthen core usability aspects of the Library for our users, which will get our students, faculty, and staff to the information, resources, and tools that they need. Additionally, by focusing on creating a robust implementation of VIVO, the Library will develop new capabilities for connecting researchers and encouraging interdisciplinary collaboration, promoting research, and exposing and archiving the scholarly achievements of the university.

2. Project Scope and Impact

Project scope defines the boundaries of a project. Scope answers questions including what will be done, what won't be done, and what the result will look like and how those results will impact the University and help us achieve the goals and vision of the Strategic Plan.

This program will substantially improve the Library's already robust web presence. By increasing the utility and usability of our well-used resources, we will contribute to many aspects of the strategic plan including Goal 1: Innovate (by increasing access to resources, connecting researchers to one another, and better exposing University of Idaho research); Goal 2: Engage (by more effectively sharing University of Idaho research and collections to the state, region, and world); and Goal 3: Transform (by leading students to high-quality resources to aid in their research and learning).

3. Implementation Plan Narrative (referencing milestone list)

In fall 2016, we addressed accessibility issues on the Library's main website (1) to make sure that we were compliant with federal guidelines; we will be continuing this work for our other web properties on an ongoing basis. We also hired a new library technician (2) in fall 2016 to address data collection needs, primarily for VIVO, which is our UI research discovery portal. That technician is beginning to help us attain our main goal for VIVO in FY17, which is to have a full profile of the University, including faculty, departments, colleges, groups, labs, res. centers, institutes, extension centers, and other campuses (3) available in the VIVO system by summer 2017. That summer we will also do a major upgrade to our library catalog (Primo) user interface (4), which will help connect many of the research products described in VIVO. We will also use the summer to conduct user studies and look at mature VIVO installations (5) to better assess possible improvements and new features for our own installation. Using those studies, we will focus on creating guides and automatically generated usage reports for VIVO faculty users (6).

In fall 2017 we will be evaluating a new system for our digital collections (we currently use CONTENTdm) called Hydra (7) to determine if it might be worth migrating to that system from our current system. If that system proves promising, we will migrate our digital collections into a new Hydra installation (8) during the beginning of 2018, which will also help to connect our digital collections to our VIVO research portal. Later in spring 2018, we will begin working with the larger University community to evaluate VIVO's usability for larger University goals (9). During the summer and fall of 2018, we will work to redesign and improve VIVO so that it has a more interactive user interface (10). We will release the newly re-designed VIVO portal in early 2019 (11).

4. Milestones with timeline

Task No.	Task Name	Start Date	Finish Date	Duration	Champion
1	Address accessibility issues in underlying code for main website.	7/2016	9/2016	2 months	Evan Williamson

2	Hire Library Technician to update and improve research data stored in VIVO	8/2016	9/2016	2 months	Devin Becker
3	Complete the full profile of the university (faculty, departments, colleges, groups, labs, res. centers, institutes, extension centers, other campuses) in VIVO	1/2017	6/2017	6 months	Jeremy Kenyon
4	Migrate to new Primo catalog interface	6/2017	8/2017	2 months	Rami Attebury
5	Conduct user studies and do a formal comparison of our installation to mature VIVO installations to assess possible improvements/new features	6/2017	12/2017	2 months	Jeremy Kenyon
6	Address user needs in VIVO by creating user guides for individuals who wish to add their own data to the system and designing usage reports for individual users,	9/2017	2/2018	6 months	Annie Gaines
7	Evaluate Hydra in a Box as possible new Digital Collection asset management system	11/2017	1/2018	3 months	Devin Becker
8	Implement Hydra if deemed accessible; otherwise examine current situation with ContentDM and look for new alternatives	2/2018	6/2018	5 months	Devin Becker
9	Work with other colleges and offices to evaluate VIVO's application to greater university initiatives	3/2018	6/2018	4 months	Jeremy Kenyon
10	Develop a more interactive and dynamic UI for VIVO	7/2018	11/2018	5 months	Jeremy Kenyon
11	Release re-designed and improved VIVO	12/2018	2/2019	2 months	Jeremy Kenyon

Project Title: **Center for Digital Inquiry and Learning (CDIL)**

Anticipated Timeframe: 2016 - 2022

1. Project Background and Brief Description

Describe how project came about, what will be the end result if successfully completed and who will be involved in the project.

The [Center for Digital Inquiry and Learning](#) (CDIL) is an interdisciplinary collaboration between the University of Idaho Library and the College of Letters, Arts, and Social Sciences (CLASS) that works to expand the University's capacity to produce digital scholarship. CDIL began as a group of interested faculty members in the spring of 2015 and was more officially established in the spring of 2016, when it was awarded a Vandal Ideas Project grant from the President's office. We are currently using funds from that award to outfit our center with furniture and establish our spring and summer fellowship programs. This project seeks to turn these initial investments into a program that awards annual fellowships to faculty and generates regular grant applications and awards. If successfully completed, the CDIL will be ready to expand to other colleges when the next Waypoint begins in 2020.

2. Project Scope and Impact

Project scope defines the boundaries of a project. Scope answers questions including what will be done, what won't be done, and what the result will look like and how those results will impact the University and help us achieve the goals and vision of the Strategic Plan.

The CDIL will provide the physical space, technological tools, and centralized expertise to enable interdisciplinary digital scholarship. We expect initial investments in the program to increase grant activity, and the scope of this project may change as grant opportunities reveal new partnerships and areas for research. This project contributes significantly to Goal 1: Innovate. We also expect that CDIL projects will generate new opportunities for student engagement (e.g., internships, student jobs), therefore contributing to Goal 3: Transform.

3. Implementation Plan Narrative (referencing milestone list)

Provide a step-by-step narrative of what you will do with sufficient detail to allow the reader to have a general understanding of each step's importance as well as its relationship to other steps in the overall project plan (e.g. I need to build a level concrete slab first (milestone 1) so that the structure of the house as a solid and level foundation upon which to build a stable frame (milestone 2), I need to build a frame (milestone 2) so that I can attach a roof (milestone 3) etc., etc.).

Note: we are working to establish the CDIL in such a way that its programs are cyclical. Accordingly, we plan to repeat many of these tasks each year.

In 2016 and into the beginning of 2017, we have used our Vandal Ideas Project funds to establish a physical center at the University of Idaho Library (1). Last fall, we put out calls for our newly established CDIL fellowship programs (2), and awarded six fellowships, also funded by VIP funds. The two spring fellows began work in the newly outfitted CDIL (3) at the beginning of the spring 2017 semester; they will continue working throughout the semester and deliver workshops and/or lectures on their projects next fall (9). One of these fellows has since completed an application to extend her fellowship work with an NEH grant (4), which, if awarded, would begin in the summer of 2017 and last for three years (8). A summer fellow (Adam Sowards) and a collaborator from WSU's digital scholarship center, the Center for Digital Stewardship and Curation (CDSC), will be generating an application for a NEH Digital Projects for the Public grant starting in April 2017 (5), which, if awarded, would fund development work for a year starting in the fall of 2017 (12). The summer fellows will spend a week in the CDIL working with the CDIL director and other librarians to explore recent tools and advances in digital scholarship (6), which they will use to create digital scholarship modules to be implemented in their classes the next year (10). Two fellows also plan to use the summer to begin generating an application for an NEH Humanities Connections grant (7), which, if awarded, would begin the following fall and provide a pedagogical program for CLASS faculty for the next three years (13). In the fall, we will work with WSU's CDSC to establish a digital humanities incubator initiative that creates a program of reading and discussion around a central (digital) theme to encourage intellectual and technical collaboration between faculty from both institutions (11). In the fall, we will also begin evaluating grant opportunities for the coming year (14) and then proceed with the tasks we established the previous year. Finally, we hope to expand the program to other colleges beyond CLASS starting in 2020 (15).

4. Milestones with timeline

A table that includes all the milestones with estimated start and finish dates.

Task No.	Task Name	Start Date	Finish Date	Duration	Champion
1	Establish physical center with furniture and technology using VIP funds	8/2016	3/2017	8 months	Devin Becker
2	Call for CDIL Fellows for Spring and Summer	10/2016	11/2016	2 months	Devin Becker
3	CDIL Digital Scholarship Fellows Work in CDIL	1/2017	6/2017	6 months	Devin Becker
4	Apply for NEH Creating Communities Grant	1/2016	2/2016	1 month	Denise Bennett

5	Apply for NEH Digital Projects Grant - Planned Catastrophes (Sowards (UI) and Miller (WSU))	4/2017	6/2017	3 months	Adam Sowards
6	Summer Fellowship Program with digital scholarship cohort	5/2017	5/2017	1 month	Devin Becker
7	Apply for NEH Connections Grant	6/2017	9/2017	4 months	Stacey Camp
8	If awarded, proceed with Creating Communities project	8/2017	12/2020	3 years	Denise Bennett
9	Presentations and/or workshops from Digital Scholarship Fellows	9/2017	11/2017	3 months	Evan Williamson
10	Summer fellows implement digital scholarship modules into classes	9/2017	4/2018	9 months	Summer Fellows
11	Digital Humanities Incubator - Digital Scholarship thematic interest group working together with WSU, theme TBD.	9/2017	12/2017	4 months	Devin Becker
12	If awarded, proceed with Planned Catastrophes project	9/2017	8/2018	1 year	Adam Sowards
13	If awarded, proceed with NEH Connections project	9/2018	8/2020	3 years	Stacey Camp
14	Evaluate and apply for relevant digital scholarship grants	10/2016	ongoing	ongoing	many
15	Expand CDIL to include other colleges	2020	2022	3 years	many