



UNIVERSITY OF THE WEST INDIES MONA

LIBRARY

STRATEGIC PLAN, 2017 - 2022

Introduction

The mission of the UWI Mona Library is to be a global gateway to Caribbean content, advancing learning, knowledge creation and innovation of the University. It is therefore committed to advancing and supporting the [UWI's 2017-2022 Triple A Strategic Plan](#) .

The Library has also been tasked with a Strategic Initiative as part of the Mona Campus Strategic Initiatives, of transforming the UWI Mona Library into a state-of-the-art library, and in keeping with this mandate created 13 projects/indicators aimed at supporting the University's goal. These projects were seamlessly included in this Strategic Plan. Also interwoven in the Plan are 2 additional areas of focus which emerged from a Professional Retreat, i) *Enhancing a Culture of Research and Innovation* and ii) *Evidence-based User Services* with 8 projects/indicators.

The Library's 2017-2022 Strategic Plan is a supporting pathway on the University's roadmap to realizing access, alignment and agility.

Mission

To be a global gateway to Caribbean content, advancing learning, knowledge creation and innovation of The University.

Vision

A state- of-the-art Library with modern facilities, unique collections, delivering cutting- edge services and fostering digital transformation at The UWI.

Strategic Objectives

1. Promote and maximize academic engagement by improving the quality of the teaching, learning and research experience (AC3; AC4)

Strategic Initiatives:

- Strengthen IT infrastructure by upgrading the physical network.
- Modernize the physical plant by reviewing and reconfiguring space across the Library estate to maximize provision of study space and services for all core

customer groups and to accommodate expanding collections notably in West Indies and Special Collections.

- Embrace a culture of research and innovation by collaboration and partnerships to increase research output.

2. Ensure an organisational culture that helps Library staff be responsive to the changing environment and embrace broader engagement with The UWI Mona community by fostering a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team (AG4)

Strategic Initiatives:

- Optimize the human resource capacity by closing the skills and competencies gaps that would support a modern state-of-the art library.
- Build and execute a succession management plan to provide smooth staff transition.
- Reinstate the governance structure of the Library by reinstating the Mona Library Committee.

3. Build, preserve and provide access to the Library's unique collections and enhance services by fostering digital transformation (AG5)

Strategic Initiatives:

- Establish a fully equipped Caribbean Digital Centre for the digitization of collections.
- Create new digital products of West Indiana.

4. Support the full cycle of research and scholarly exchange by embracing a culture of innovation and exploration to provide excellent and cutting-edge services (AC2)

Strategic Initiatives:

- Conduct evidence-based user services.
- Support Digital Humanities projects from students and faculty.
- Develop Research Data Services to support faculty research.
- Develop sustainable funding models.

Core Values

- **Student – centredness**

Ensures that policies, governance and daily operations are geared towards the delivery of an exceptional teaching and learning experience for all students.

- **Service excellence**

Service excellence involves a particular mind-set that combines positive attitude, relevant skills, and responsiveness along with efficient Library processes to satisfy the changing needs of stakeholders. With this in mind we are committed to build, preserve, and provide access to our rich unique collections and provide high quality services.

- **Innovation**

Innovation uses available resources to create value by translating an idea into new or better processes, services, products, business models, or income generating opportunities. To that end we are committed to encouraging and enabling all staff to contribute to the development of the Library as a learning organization through knowledge management, collaboration, creativity and flexibility in response to a rapidly changing environment.

- **Diversity**

Diversity encompasses recognition, acceptance, respect, and tolerance for the interdependence of people and societies, and the possibility of learning through differences, for example of, race, gender, sexual orientation, socio-economic status, level of education, age, abilities, and ideological beliefs.

Therefore we are committed to the success of all and so aspire to make the UWI Mona community feel welcome in the Library as we actively support recognition and respect for different backgrounds, experiences and perspectives.

- **Collaboration**

Collaboration is the attitude or practice of working together to achieve varied goals and benefits. We will participate in the entire life cycle of the research, teaching and learning

process, identify priorities and invite national and global partnerships to foster academic collaborations to enable student, faculty, and staff success.

- **Advocacy**

Articulating the value and impact of the Library and its staff by seeking opportunities to reposition perceptions of the Library, and working towards creating an intentional legacy within the Academy.

We are committed to expanding the Library's reach while acting with honesty, openness, fairness and professionalism in our interactions with our internal and external customers, our collaborators and all who are served by the Library. We will build trust through accountability at every level and by demonstrating fiscal responsibility.

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