**Adelphi University Libraries**

**Strategic Plan 2014-17**

Introduction

Academic libraries are in the midst of fundamental transformation.   This change is due to a variety of factors—rapidly evolving student and faculty expectations for ready access to information resources and research support; the seismic shift from print to digital scholarly communication and publishing; the growing demand on campuses for  readily accessible commons for collaborative learning, innovative teaching with technology, and creative/scholarly production; the increasing need to demonstrate value and accountability through thorough rigorous assessment.   This Strategic Plan is intended to guide the AU Libraries in this period of dramatic change.  Moreover, this plan is intended to ensure that the Libraries continue on a path of excellence and continued improvement aligned with Adelphi University's enduring core values and strategic Strategic Initiatives, as articulated in the AU 2015 Strategic Plan.

This 2014-17 plan is grounded in the AU Libraries shared values, and builds upon the accomplishments of the AU Libraries Strategic Plan 2006-08.

**Mission Statement**

The Adelphi University Libraries provide education, information resources, services, and facilities that advance teaching, learning, research and creative activity.  As an academic department of the University, the AU Libraries educate our AU community in the effective discovery, evaluation and use of information resources, and lead research which informs our practice.

**Values**

The University Libraries value:

- service to our users.
- a talented, diverse and empowered faculty and staff
- a workplace culture of trust, transparency, and mutual respect
- collegiality, cooperation, partnership and collaboration
- creative virtual and physical spaces for knowledge discovery, and scholarly and creative production
- technological innovation
- commitment to excellence and high performance
- assessment, evaluation and continuous improvement;
- efficient and effective management of resources

**Vision**

The AU Libraries will be an innovative hub where knowledge is accessed, produced and shared, and where high-impact instruction is modelled and implemented in state-of the art classrooms. The sum of what we provide—education, information resources, learning and creative spaces--will demonstrably contribute to student engagement, learning outcomes and retention, as well as student and faculty success. The AU Libraries will be the place where the University's unique and distinctive Archives and Special collections are appropriately conserved and promoted to the campus community and beyond, enhancing the profile of the University, and demonstrably contributing to AU Advancement.

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# Strategic Initiatives

### Strategic Initiative 1:  User Services

### Enhance User Services by offering high-quality, flexible and accessible services that support student and faculty achieve academic success.  .

The AU Libraries strives to provide excellent services by meeting and anticipating student and faculty changing expectations for library services and support.  Providing conveniently available services, wherever and whenever our users expect, through emerging online innovations, along with enhanced face-to-face support, will continue to be key in fostering student academic achievement, as well as faculty teaching and research success.

## Actions

1:1: Create a new reference/user services model to be implemented in stages

> 1.1.1 Reclassify Reference service as User Services
>
> 1.1.2 Invest in a user services desk located on first floor, modelling a merged service model combining access services, first tier reference and referral, ILL.
>
> 1.1.3 Implement chat and text reference (and train as globally as possible)
>
> 1.1.4 Understanding that the "Library as Place" is expanding, investigate "roving reference" with librarians possibly being in new places like the UC. Invest in staffing to implement drop-in sessions
>
> 1.1.5  Institute office hours for library subject specialists, including private in-depth research consultations,  as part of tiered-reference model
>
> 1.1.6 Widely promote availability of research consultations available by appointment
>
> 1.1.7 Promote self-help and independence through LibGuides, online tutorial videos, and other online resources
> .

1.2.    Develop appropriate services for online/distance education programs


1.3: Assess effectiveness and efficiency of library service for users by multiple measures

> 1.3.1  Utilize questionnaires, surveys and usability testing to determine student and faculty experience
>
> 1.3.2. Measure library personnel and user perceptions and utilize gap analysis (gap analysis compares current state with desired future state and determine whether filling the gap is feasible, what activities, staffing should change).
>
> 1.3.4 Measure client satisfaction rates and discover their expectations/perceptions (possible tools: LibQual, ORAP, Usability groups)

**Strategic Initiative 2: Space and Facilities**

***Continual improvement of functional spaces within existing library facilities through effective space planning and design to effectively support users***

The AU Libraries are a hub where information resources are made accessible for discovery.  Beyond resource provision, the AU Libraries are where innovative teaching with technology, collaborative learning, cross-disciplinary scholarly work occurs.  We strive to have well-designed spaces that support our resources and activities as they continue to evolve.

**Actions**

> 2.1  Continue to develop state of the art classrooms or learning workspaces to encourage research/information literacy instruction and critical thinking through group activities and hands on active learning.
>
> 2:2: Expand and create usable library spaces (CMC, exhibits, libraries as a place to experience cutting edge technology),offices, and service areas that stay current with changes in reference service models, materials processing, and technology.
>
> 2.3. Continue to replace computer equipment on a 3- 4 year cycle, including computers, printers, portable devices. Upgrade or replace technology as needed. Incorporate technology into renovation. of library space. Anticipate mobile future in our technology need
>
> 2:4: Relocate University Archives and Special Collections to a space with improved access that meets preservation standard, in tandem with continuing assessment of care and condition needs for the Archives and Special Collections.
>
> 2.5: Include centers in all activities and Actions.

**Strategic Initiative 3: Collections and Scholarly Activities**:

***Build sustainable collections that support the university's educational mission with an infrastructure that responds to emerging models of scholarly activity.***

The AU Libraries collections—print and digital, general  circulating materials as well as special collections and archives—are key components of the Libraries  We strive to provide seamless access to collections in support of  AU curricular and research needs, as innovations  in scholarly content creation, acquisitions, and delivery emerge..

**Actions**

> 3.1: Provide optimal support for selection and routine acquisition of the wide range of materials available, including traditional formats as well as those born digital, to support the changing scholarly needs of the Adelphi community
>
> 3.2: Provide physical or intellectual access to all library collections, regardless of format, in a manner that fully meets the needs of our users.
>
> 3.3: Selection, processing, and access models to take advantage of the collaborative environment provided by association with other academic and research libraries
>
> 3.4: Maintain the flexibility to adapt to new formats and associated  opportunities for content delivery

3.5: Annually assess and show evidence of maximizing the use of the library materials budget to meet current and emerging collection needs.

3.6: Establish the libraries as the center of scholarly communication and establish the Libraries active role in creating and managing the university's intellectual output along with interested University parties.

3.7 Create a plan to manage research data and digital content.

3.8: Develop a plan to staff an institutional repository through repurposing staff and faculty to manage the scholarly communication and digital content.

3.9: Create an open access statement with input from UASC.


## Strategic Initiative 4:  Education and Curriculum Building

### *Develop and implement a formal plan of library instruction to facilitate the integration of research competencies for education into the University curriculum.*

As an academic department, the AU Libraries play a leading role in the educational mission of the university.  Faculty librarians will expand provision of information literacy instruction  across the curriculum.

**Actions**

4.1. Provide the leadership to support and coordinate all instructional initiatives to support the plan.

> 4.1.1 Through redistribution of library instruction workload among library faculty and with additional instructional faculty librarians, develop, prepare and participate in credit bearing information literacy courses and other learning workshops to support faculty and student research needs.
>
> 4.1.2 The libraries will work with the various stakeholders to develop instructional plans for their academic school, department or program that ensure that all Adelphi students receive timely and on-going library instruction. Interested stakeholders from Adelphi Libraries will identify learning outcomes for each of the academic programs that are tied to the instructional plans

4.2  Establish a state of the art classroom or learning workspace in Swirbul to encourage research/information literacy instruction and critical thinking through group activities and hands on active learning, with completion date of 2016,

> 4.2.1. Continue to replace computer equipment on a 3- 4 year cycle, including computers, printers, portable devices. Upgrade or replace technology as needed.

4.3   Pilot a one credit research class, which will be a co-requisite with capstone or courses that have strong research components, in 2015/16.

> 4.3.1  Instruction librarians/liaisons will have approached most departments and schools to develop for-credit library components to core classes. Library courses will initially be launched as pilot programs classified as "special topics"

4.4: Utilize technology to expand a centralized web and mobile presence focused on instruction and online support mechanisms for classroom and online faculty teaching and research.

4.5: Develop and utilize instruments to measure the success of instructional programs.

4.5.1. Compile data that ties student success or retention to use of library resources and promotes the value of Adelphi libraries

4.6: Provide funding for professional development and continuing education acknowledging the need for Instructional and technical skills to adapt to a changing information environment.

4.6.1 Institute an ongoing professional development program for faculty and adjuncts to develop competencies for keeping up with best practices and technologies in support of student learning.


## Strategic Initiative 5: Libraries Promotion and Outreach:

### *Promote the AU Libraries with a Consistent Brand and Comprehensive Strategy*

In order to ensure that our resources and services are recognized and fully used, we must effectively communicate our value to our AU community. We will promote a visible and recognizable AU Libraries brand that will be consistently communicated virtually and on site at all AU locations.

**Actions**

5.1 Develop and implement a strategic marketing plan to improve the cohesiveness and consistency of the library brand and promote interest in library resources and services. (example: partner with business school to create a library brand)

5.2. Highlight Archives and Special Collections as part of the university brand

5.3 Utilize technology and social media to promote all library services and activities and stay current regarding emerging technologies.

5.4 Create and communicate to staff, faculty, students and the public a cohesive message about the important role that the AU Libraries play.

5.5 Hire a Promotion and Outreach Librarian position to market initiatives that are responsive to, driven by, and anticipatory of user needs.

5.6 Train staff to be knowledgeable about available resources and services and be able to communicate to users and convey the library brand effectively.


## Strategic Initiative 6: Staffing and Organization:

### *The AU Libraries department as a whole will work more effectively in support of institutional needs.*

For the Libraries to effectively and holistically support institutional needs, we recognize that staff and faculty development is essential, and that the Libraries as an entire organization will be structurally aligned for efficient workflow management.

**Actions**

6:1 Build a quality work-life environment based on trust and respect; communication, and accountability.

6.2 Empower staff in their work to encourage and foster a healthy workplace.

6:3 Streamline the dissemination of information both horizontally and vertically within each library and between all AU libraries by continuing to improve communication throughout the Libraries.

6.3.1 Use new multimodal means of communication to create a community of practice within the library.

6.4. Clarify "decision domains" among library administration, faculty and staff.

6.5 Invest in competencies and professional development, acknowledging the need for highly trained technical staff, project managers, and leadership qualities.

> 6.5.1 Develop an ongoing learning and education program to develop competencies to adapt to changing workplace norms.

> 6.5.2 Library staff will participate in regularly occurring programs that enhance their job performance (eg. cataloging, databases, customer service, project management workshops for staff).

> 6.5.3 Individuals prepare annual learning and development plans identifying professional Strategic Initiatives.

6.6: Identify institutional needs and develop new tasks and workflows to optimize use of faculty and staff skills as resources continue to migrate to e-format from print.

> 6.6.1  Reorganize around new workflows and provide relevant retraining for staff and faculty;

> 6.6.2  Encourage strong multitaskers who can handle new electronic work, adapt job descriptions as necessary.

## Strategic Initiative 7:  Digital Infrastructure for Scholarship:

### *Support the development of a strong digital infrastructure supporting scholarly research and communication at AU*

The AU Libraries will deploy networked hardware, software and services that support the increasingly digital nature of scholarship, unify content and provide intuitive access to a wide variety of information resources, and support users' need to store and share their own data, scholarly works and publications, and research materials**.**

**Actions**

> 7:1  Provide platforms that are easily adaptable to changing technology and changing research needs, and that strive to meet users at their point of need.to enable discovery, access and sharing of resources across the university community.

> 7:2 Guide infrastructure development by user need and data-driven analysis of user behavior and needs.

> 7:3 Establish a Library's Open Access policy, to support content creators with a clear, navigable process for producing, sharing and disseminating research and materials.

> 7:4 Collect, store and preserve "born digital" and new methods of research-- including wikis, blogs, and data sets

> 7:5 Develop and explore further partnerships/transparent communication with IT and FCPE.

> > 7.5.1 Ensure user privacy and access controls are in place.

> > 7.5.2 Collaboratively launch and implement instructional technologies.that are easily adaptable to changing technology and changing research needs, and that strive to meet users at their point of need.

> > 7.5.3. Within a collaborative framework, work with IT to allow freer development of library website that is optimally designed for information resource discovery.

**Strategic Initiative 8: Assessment:**

***All Strategic Initiatives and Actions for strategic planning will be assessed by both quantitative and qualitative means in order to make data driven decisions about resource allocation and services.***

The AU Libraries strongly values continuous, evidence-based decision making and assessment of programs and services. The Strategic Initiatives will have discrete, measurable Actions which will be continuously assessed during the implementation of the strategic plan.

**Actions**

8.1 Use evidence drawn from an assessment program of well-specified data and statistics to inform decisions about services and resource allocation.

8.2. Utilize existing evidence and data that is already being collected about programs and services

8.3 Create a well organized, easily accessible infrastructure across the Libraries for data capture, analysis, reporting and decision making, accountability and transparency.

8.4 Build assessment into the work of all planning processes for each Strategic Initiative and for all committee/task force work in general.

8.5. Utilize existing evidence and data that is already being collected about programs and services

8.6. Provide training and development for faculty and staff to be skilled in the collection, analysis, and interpretation of data