Musselman Library Staff Publications   Musselman Library

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Musselman Library Updated Strategic Priorities 2016-2018

Musselman Library
Gettysburg College

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Abstract

This document updates Musselman Library's 2013 Strategic Plan, retaining the strategic directions that still require attention and adding new priority areas. This update grew out of an all-staff discussion on November 3, 2016, in which library employees identified areas of success/completion and pinpointed unfinished business from the 2013-2016 plan. The staff also suggested other areas to develop. In response to these suggestions, department heads updated the 2013-2016 plan.

In this update we have:

- Retained three strategic directions from the original plan with some changes and additions: Lifelong Learning, Sustainability, and Assessment.
- Reframed the Leadership plank in the context of Scholarly Communications priorities.
- Added a fifth strategic priority: Diversity and Inclusion.

Musselman Library
Updated Strategic Priorities
2016-2018

Introduction

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- Reframed the Leadership plank in the context of Scholarly Communications priorities.
- Added a fifth strategic priority: Diversity and Inclusion.

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Updated Strategic Priorities 2016-2018

Lifelong Learning

We foster intellectual curiosity, personal growth, and the development of critical thinking and information literacy skills. We promote the widespread dissemination of ideas and information to support curricular learning goals and student and faculty research. Musselman Library champions the free exchange of beliefs and ideas to challenge, enlighten, and enhance our community's personal and professional lives.

Goal A: Expand opportunities for students to develop information literacy skills

> **Objective 1: Work with academic departments to integrate information literacy skills across curricula.** Target departments with structured, sequential curricular requirements. Seek partners, such as the Committee on Learning Assessment (COLA), the Johnson Center for Creative Teaching and Learning (JCCTL), or Provost's Office, to develop new opportunities to incentivize departmental curriculum mapping of information literacy skills across the major.

> **Objective 2**: **Develop an assessment plan for student learning and information literacy.** Revise information literacy student learning goals based upon the new *ACRL Framework* and develop a strategy for future assessment plans.

Goal B: Enhance library staff expertise on emerging trends in libraries and librarianship

> **Objective 1: Establish a library forum to close the loop between conference attendance and library practice.** Foster grassroots leadership, enabling staff to take ownership in implementing new and innovative ideas gained through professional development opportunities.

> **Objective 2: Communicate new knowledge with library staff acquired through workshops, conferences, or other training.** Cultivate a forward-thinking library staff that anticipates and responds to developments in the library profession and advocates for the benefit of our library users.

Scholarly Communications

We are committed to advancing scholarship across campus in its established and emerging forms. We educate library staff and the campus community about open access, digital scholarship, and other emerging methods of scholarship, as well as promote and support open access scholarship on campus.

Goal A: Play a leadership role in campus outreach and education about scholarly communications issues

> **Objective 1: Educate library staff and the campus community about open access, open education, and digital scholarship.** Continue to provide professional development and other campus-wide learning opportunities to increase knowledge about open access, Open

Educational Resources, copyright, and related issues. Share ways in which the library can support these initiatives.

Objective 2: Promote and support open access scholarship on campus. Increase visibility of open access by continuing to expand The Cupola as both an institutional repository and publishing platform for academic journals.

Goal B: Support students and faculty engaged in digital scholarship

Objective 1: Connect library resources and instructional support with faculty and student-initiated digital projects. Cultivate connections with faculty who want to incorporate digital projects in their courses. Assign Digital Scholarship Fellows and library staff to support student success in those assignments.

Objective 2: Continue to develop the Digital Scholarship Fellow program. Expand the summer fellowship to include positions for returning fellows who will build on their initial research and mentor new student fellows.

Sustainability

We are committed to creating a healthy and environmentally sustainable library that guarantees the welfare of the collection, bolsters services, and fosters thoughtful implementation of new initiatives while addressing the needs of our community. We are further committed to implementing a sustainable, responsible philosophy that addresses the future of our spaces and daily operations.

Goal A: Develop sustainable collection practices

Objective 1: Develop best practices to balance subscriptions and purchases of content in support of the curriculum and research. Focus purchasing on high impact collections and/or identified areas of growth.

Objective 2: Develop best practices for content delivery: direct subscriptions, journal packages, interlibrary loan, or commercial document delivery. Reassess borrowing relationships and consortia partnerships with an emphasis on costs and delivery.

Objective 3: Explore automating and outsourcing monograph assessment and collection analysis. Develop library-wide guidelines for collection assessment and de-accession of print monographs in Musselman Library and library offsite storage at Knouse. Develop a long-term plan for library collections in Knouse in consideration of document delivery, circulation, and preservation.

Goal B: Develop sustainable budget practices

Objective 1: Assess and cut e-resources with low use and/or in cases of duplicated content. Develop low use criteria by resource and format. Identify and cancel duplicate print and electronic subscriptions.

Objective 2: Reevaluate consortia relationships to realize cost savings and streamline services. Migrate existing subscriptions and initiate major purchases to consortia. In-source licensing and negotiations to save on membership and negotiation fees. Cut or trim 'Big Deal' journal subscription packages to offset 5% annual inflationary increases.

Objective 3: Reallocate funds to support sustainable collection and budget practices. Reassign funds to interlibrary loan copyright fees and commercial document delivery for cancelled journals. Continue to support open access publishing models. Develop request for proposal (RFP) process for new e-resources and library systems. Work with the Provost's Office to communicate resource cuts and promote new methods of access.

Continual Assessment

We are committed to fostering a culture of assessment built on the continual evaluation of our library resources and services. These evaluative practices allow us to inform our policies, update our procedures, better anticipate and respond to the changing needs of our community, and be poised to undertake new opportunities.

Goal A: Support a culture of library-wide assessment

Objective 1: Create a library-wide assessment toolkit. Establish a resource document and provide access to examples of department assessment efforts and links to national/international initiatives in library/archival services assessment.

Objective 2: Develop a process to nominate services and new initiatives for assessment. Draw from resources and library assessment experience to facilitate new assessment efforts and reporting practices.

Objective 3: Create a repository of library assessment data in order to describe the library's value over time. Develop a process to archive department specific data that can also serve as library wide data for reports and surveys.

Goal B: Communicate Musselman Library's value using assessment data

Objective 1: Cultivate connections with campus offices that are involved with assessment. Collaborate with the Office of Institutional Analysis, the Committee on Learning Assessment (COLA), and Communications and Marketing to identify more effective ways to visually express library assessment data and the impact of library services on student learning.

Objective 2: Communicate results with stakeholders and campus decision makers. Identify appropriate stakeholders across campus and explore ways in which to communicate library assessment data effectively.

Diversity and Inclusion

We will support a diverse and inclusive learning and working environment in the library by creating a safe space and welcoming atmosphere for students, employees and community visitors. We are committed to offering diverse collections and programs and enhancing the intercultural competence our staff.

Goal A: Create a climate of affirmation and inclusion for all library users

> **Objective 1: Cultivate a safe, welcoming space and provide excellent service for all students, employees, community members, and visitors.** Facilitate diverse programs and exhibits that contribute to a positive campus climate. Ensure physical access to the building and collections and make available supportive technology.

> **Objective 2: Ensure that library collections are inclusive.** Collect materials that represent a plurality of viewpoints. Strengthen discovery systems (such as cataloging) so that all viewpoints are findable.

Goal B: Build a workplace climate in which employees are attuned to issues of diversity and inclusion

> **Objective 1: Proactively develop intercultural competencies.** Enhance the intercultural competence of all library employees (including student employees) through ongoing learning opportunities. Reassess hiring practices and conduct more inclusive searches. Improve diversity among library employees at all levels in order to create a more inclusive library experience for our users.

> **Objective 2: Build partnerships and share information with campus offices and student groups that are committed to diversity and inclusion.** Establish student advisory group to solicit input about the library.

> **Objective 3: Create an Inclusion Action Plan that supports our Diversity and Inclusion Statement.** Develop concrete, achievable actions that will help us realize our goals.