

WML Tactical Plan 2015-2020 Implementation: The Balanced Scorecard, Operational Targets & Ongoing Assessment

Goal	Objectives	Center(s) of Responsibility	Resources	Timeline	Targets	Assessment Measures
Engaged:						
E.1 Create a sustainable, comprehensive plan of succession for human resources.	E1.1 Explore opportunities within the library's organizational chart for flexible staffing and increasing expertise.	Library Faculty and Administration	Library Faculty and Administration	2016-2018	Current Personnel, Workshops and Webinars	Revised job descriptions; and organizational chart
	E1.2 Articulate the function of library positions to separate function from workflows so that those in new positions may develop alternative workflows.	Library Personnel	Library Personnel	2016-2017	Participation by faculty and staff, Library Retreats	Revised job descriptions; cross-training
	E1.3 Refine staffing of service points to include work study students to provide a different model for student access to information and student to student scholarly research conversations.	Faculty and Staff	Collection of data at service points (Circulation, Reference, and Media).	2015	Circulation, Reference, and Media Resources Service Desks	Recommendation on the best use of personnel based on analysis of data collected at service points.
E.2 Plan for the allocation of financial and infrastructure resources for support of faculty and student research needs.	E2.1 Articulate the business case for sustained, long-term funding for digital preservation	Digital Services	Statistics on use, examples of benefits	2016-2018	Outline advantages of multiyear contracts and consortial agreements for digital preservation	Funding
	E2.2 Explore opportunities for multiyear commitments to information providers at favorable rates of inflation.	Acquisitions, Media Resources, Library Administration	Data from vendors	2016-2020	Chart or graphic indicating rate of inflation and cost savings by multi-year agreements	Funding
Integrated:						
I.1 Embrace librarians' roles as educators.	I1.1 Provide forums for developing awareness of K-12 curricula.	Library Faculty and Education Department	Participation by Education majors who have student taught	2016-2020	Present Information based on experiences of student teachers	Presentation for blog posts

	I1.2 Incorporate into the Information Literacy Program critical assessment of public resources available to students who have access to proprietary databases only while they are enrolled.	Library Faculty	Information Literacy Student Learning Outcomes, LibGuides	2018	Incorporation of discipline-specific public resources into LibGuides, lesson plans and presentation. Blog posts about publically available information.	Completion
	I1.3 Leverage the Framework for Information Literacy for Higher Education within a sustainable system through faculty who teach in the Information Literacy Program.	Library Faculty	Professional development funding for Workshops and Conventions related to the Information Literacy(IL) Framework, assessment, pedagogy, and related topics.	2016-2020	Map IL classroom-level learning outcomes and programmatic learning outcomes to the Framework for IL; map learning outcomes of EP and Gen Ed to the Framework for IL; map Institutional Learning Outcomes (IL) to the Framework for IL	Presentation at various forums about IL mapping and connections. Host an Information Literacy Institute for faculty/classroom instructors to incentivize learning about information literacy and revision of course materials/assignments to integrate IL within courses and pedagogy
I.2 Implement flexible, adaptable preservation and access to digital resources.	I2.1 Improve efficiency, effectiveness of digital collections through automation and description technologies.	Library Faculty and Library Systems	Appropriate software, hardware and licenses to storage media	2016-2020	Report decisions and workflows. Effective, efficient access by users.	Completion
	I2.2 Protect and preserve born digital University records and resources.	Digital Services, Library Systems	Appropriate software, hardware and licenses to storage media	2016-2020	Growth of collections	Growth of collections
	I2.3 Implement a robust rights management system for documenting transfer of rights and provisioning appropriate user access to digital resources	Digital Services, Archives and Special Collections and Library Administration	Consultation with General Counsel's Office for documentation. Best practices	2017	Documentation and workflows	Dissemination of policies and procedures

I.3 Establish library services to meet the changing demands of digital scholarship.	I.3.1 Begin exploration and cost assessments for research services such as an institutional repository, Researcher ID platform (such as ORCID), and data management platform (such as FigShare) and/or consulting services.	Digital Services, Archives and Special Collections and Library Administration	Best practices, funding level requirements, recommended vendors	2018	Prepare institutional recommendations and proposals for Provost's Office	Completed recommendations
	I.3.2 Preserve and provide access to new forms of faculty/student scholarship, such as digital posters, data sets, video, and other dynamic media.	Digital Services, Library Systems and Media Resources	Best practices, software	2020	Articulated policies and procedures	Organization of and access to this scholarship
I.4 Develop partnerships on campus to provide the technology and software that enables students to discover, create and use diverse forms of information.	I.4.1 Provide equipment and software to support 3D scanning, modeling, and printing	Library Faculty, Library Systems, Library Administration and IT	Work with campus partners to develop a program	2016	Acquire equipment and budget for supplies	Equip a maker space
I.5 Design and furnish learning spaces to meet learning styles and to house collections.	I.5.1 Study patterns of use and develop a plan to accommodate diverse seating and study needs	Library Faculty and administration	Use collected SUMA data to make informed decisions about library learning environments and student usage patterns.	2016-2017	Acquire seating. Submit FIP plans or remodeling plans to modify existing spaces	Remodeled spaces
I.6 Participate in remote storage and shared resources projects to extend ownership/access to materials.	I.6.1 Develop a protocol for selection of materials that may be stored in nearby facilities from which they would be retrievable within a 24 hour period	Library Faculty , Academic Departments, Library Administration	Use the Library's Integrated Library System to look at copyright date and circulation of materials to generate a list from which titles will be selected	2016	List of titles for storage and set of procedures for recalling a title from storage	Volumes moved to remote storage
Global:						
G1 Participate in local, national and international digital initiatives	G1.1 Seek collaborative, interinstitutional solutions for digital preservation issues.	Library Faculty	Conferences	2016-2020	Active participation	Completion

G.2 Enrich the value of Library cataloging and metadata by participating in new linked open data environments.	G2.1 Enhance findability and simplify access to the library's collections.	Library Faculty and Library Systems	Attend sessions and presentations and research efforts at other institutions to determine their applicability and utility in this setting	2016-2020	Enhanced access	Completion
	G2.2 Participate as a beta partner with Innovative Interfaces Inc. on future development of their products.	Library Systems and Library Faculty	Prepare test environment	2016	Participate in beta testing protocol	Implementation of products in production environment
	G2.3 Finalize and implement participation in Digital Public Library of America to improve discoverability of digital collections	Digital Services	Staff time for updating metadata records, coordinating harvests	2016	University of Scranton records to display in DPLA by Summer 2016	Digital collections analytics
G.4 Implement policies and procedures to preserve the privacy of user interactions with library services	G4.1 Establish robust rights management protocols and documentation for digital collections	Digital Services, Special Collections	Staff time for developing and implementing appropriate forms, statements, and documentation	2018	Full implementation of standardized forms and rights statements; Integration of rights management with University authentication systems	Completion
	G4.2 Minimize collection of sensitive, personal information from Library users	Library Faculty, Library Administration	Staff time and consultation with Information Security Officer	2016	Finalize and disseminate Library Privacy Statement	Completion