

WML Tactical Plan 2015-2020				
<i>Last revised 2017-11</i>				
Goal	Objectives	Center(s) of Responsibility	Status	Outcomes/Accomplishments
Engaged:				
E.1 Create a sustainable, comprehensive plan of succession for human resources.				
	E.1.1 Explore opportunities within the library's organizational chart for flexible staffing and increasing expertise via cross-training.	Library staff supervisors	Ongoing	Cross-training of staff and revision of workflows is ongoing.
	E.1.2 Update and revise job descriptions for Library faculty and staff.	Library faculty, staff, and administration (all departments)	In progress	Review and reformatting of existing job descriptions is in progress. Staff job descriptions are being worked on first, Faculty job descriptions will be next. All will be updated in HR online.
	E.1.3 Develop strategies for staffing models and service points that respond to changes in patterns of use and needs of the University community	Research and Scholarly Services, Circulation, Library Administration, Media Services	Postponed	Completed research phase. Evaluation and implementation phase has been postponed, pending the hiring of an Associate Dean.
	E.1.4 Refine staffing of Research Services points to include work study students to provide a different model for student access to information and student to student scholarly research conversations.	Research and Scholarly Services	Complete	Work Study students were successfully added to staffing at the Research Services Desk. The next phase will be to implement a more robust training program.
	E.1.4.1 Implement a more robust training program for Research Services Student Assistants.	Research and Scholarly Services		
	E.1.5 Recruit for the recently vacated Associate Dean position.	Library Administration, Associate Dean Search Committee	In progress	Searches were conducted in Fall 2016 and Spring 2017; both were declared failed. Search reopened in Fall 2017.
	E.1.6 Revise the tenure-track Library Faculty position in Research Services which will be vacated in May 2018, and successfully recruit for this position.	Research and Scholarly Services, Library Faculty, Library Administration	In progress	
E.2 Plan for the allocation of financial and infrastructure resources for support of faculty and student research needs.				
	E.2.1 Articulate the business case for sustained, long-term funding for digital preservation.	Digital Services	Complete	Secured recurring funding for DuraCloud digital preservation repository.
	E.2.2 Explore opportunities for multiyear commitments to information providers at favorable rates of inflation.	Serials/Acquisitions, Media Resources, Library Administration	Ongoing	

	E.2.3 Collaborate with University administration to commit funds for journal inflation.	Serials/Acquisitions, Library Administration, Finance Division	Complete	In response to Faculty Senate support, the University Administration committed to funding journal subscription inflation in a new way. A new fund code was created to handle funding for journal subscriptions managed previously through the University's Library budget. Journals will be now broken out into a separate fund going forward and the Library will be asked annually each fall to project the expected inflation rate. Thus far for the 2017-2018 budget, the University has committed to a three per cent increase for general books and publications and a six percent increase for journal subscriptions.
Integrated:				
I.1 Embrace librarians' roles as teaching partners who actively participate in student learning and development.				
	I.1.1 Serve on professional library committees and/or attend workshops and webinars to provide input into revision of the ACRL Information Literacy Competency Standards for Higher Education.	Research and Scholarly Services	Complete	Prof. Donna Witek served on the ACRL Information Literacy Standards Committee, the ACRL Framework for Information Literacy Advisory Board, and the ACRL Student Learning and Information Literacy Committee. The Framework for Information Literacy for Higher Education was formally adopted by ACRL in January 2016.
	I.1.2 Leverage the Framework for Information Literacy for Higher Education programmatically in order to develop a sustainable model for information literacy instruction and assessment	Research and Scholarly Services, Library Faculty	Ongoing	Research & Instruction Librarians continue to frame instruction activities in relation to the Information Literacy Program Student Learning Outcomes, which map to the Framework for Information Literacy for Higher Education.
	I.1.3 Develop Library student learning outcomes (SLO) that align with Institutional Learning Outcomes (ILOs); identify specific courses that incorporate these SLOs; and develop a collection of methods through which these SLOs can be assessed.	Research and Scholarly Services, Library Faculty	Phase 1 complete, Phases 2-3 ongoing	The Library identified five programmatic student learning outcomes (SLOs) aligned with the University's Institutional Learning Outcomes (ILOs).The SLOs were later revised, including the addition of a sixth SLO. Some or all of these SLOs were incorporated into 24 courses across the curriculum from 2013-2017. SLOs have been mapped to the ACRL Framework for Information Literacy for Higher Education.

	I.1.4 Integrate information literacy into the First Year Writing Program.	Research and Scholarly Services, English and Theatre Department	Ongoing	In Spring 2015 the First-Year Writing Program piloted a new set of programmatic student learning outcomes (SLOs) that were developed collaboratively by three groups of stakeholders: English & Theatre faculty, First-Year Writing instructors, and the First-Year Writing Committee, on which two librarians serve. The piloted outcomes were adopted in Fall 2015. These outcomes include several that the Library directly supports with information literacy instruction. Librarians presented at the First-Year Writing Instructors Workshop in August 2017 and distributed an outreach handout about the Information Literacy Program. In Fall 2017 the faculty librarians delivered guest instruction in 22 class sessions for courses in the First-Year Writing Program.
	I.1.5 Collaborate with faculty on community-based, service-related, and experiential learning projects.	Special Collections, Digital Services, Library Faculty, University Faculty	Ongoing	The Library collaborated with the History Department, Lackawanna Historical Society, and Scranton Public Library on the Scranton Family Papers Scanathon (October 2016). The Library .hosted an Art+ Feminism Wikipedia Editathon (March 2016). Special Collections collaborated with LHS and the University's History Department on a World War I Exhibit for the PA Historical Association Conference (October 2017). Special Collections also collaborated with Marywood faculty on graphic art projects related to the Zaner-Bloser Penmanship Collection. Prof. Sheli McHugh serves on the Community-Based Learning Committee.
	I.1.6 Partner with course instructors as they implement the <i>Eloquentia Perfecta</i> pedagogical goal by integrating information literacy related learning outcomes and activities into their courses and programs.	Research and Scholarly Services, Library Faculty, University Faculty	Ongoing	Prof. Donna Witek participated in an <i>Eloquentia Perfecta</i> discussion group in Summer 2017. In Fall 2017 the faculty librarians delivered guest instruction in 83 class sessions for courses with EP designations.
	I.1.7 Consider alternatives to the plagiarism detection platform TurnItIn for both cost savings and consideration of students' privacy and intellectual property rights.	Research and Scholarly Services, CTLE	Complete	Reviewed alternative options in Summer 2017 and decided to stay with TurnItIn.
	I.1.8 Explore ways to incorporate hybrid modes of information literacy instruction that combine in-person and online learning opportunities to meet the Information Literacy Program's student learning outcomes.	Research and Scholarly Services	Ongoing	The library participated in a trial of Credo InfoLit Modules in Fall 2017; decision to adopt pending.

	I.1.9 Insure that the Library has representation in curriculum planning and program review.	Library Administration, Research and Scholarly Services, Library Faculty, University Faculty	In progress	Dean Charles Kratz was invited to participate in implementation of the <i>Eloquentia Perfecta</i> component of the revised General Education curriculum. Before her retirement, Prof. Bonnie Oldham served on the University's Assessment Advisory Council. Prof. Donna Witek serves on this council as of Fall 2017. Library Faculty will pursue representation on the Faculty Senate Curriculum Committee (FSCC).
I.2 Implement flexible, adaptable preservation and access to resources.				
	I.2.1 Improve efficiency of digital collections processing and description via automation.	Digital Services, Library Systems	Ongoing	The purchase of a Ripstation automated CD/DVD ripper facilitated greatly the processing of a donated collection of nearly 1,300 CDs of born digital <u>photographs</u> .
	I.2.2 Protect and preserve born digital University records and resources designated as archival.	Digital Services, Library Systems, Archives/Special Collections, Information Technology, Public Relations	Ongoing	Currently collaborating with PR to capture and preserve born digital University documents (such as publications, event programs, and invitations) on a semesterly basis. Implemented regular crawls of the University website using Archive-It.
	I.2.3 Implement a robust rights management system for documenting transfer of rights and provisioning appropriate user access to digital resources.	Digital Services, Archives/Special Collections, Information Technology, OCLC Support	In progress	Currently preparing to implement of rightsstatements.org (international standard vocabulary for rights) in digital collections. Completed implementation of standardized access rights in digital collections. In collaboration with Information Technology, completed implementation of new NAT policies to support IP range-based access to materials that are restricted to University/on-campus use. Current digital collections software platform does not permit full integration with University authentication.
I.3 Establish and/or adapt library services to meet the changing demands of scholarly communication.				
	I.3.1 Begin exploration and cost assessments for an institutional repository.	Digital Services, Archives/Special Collections, Research and Scholarly Services, Library Administration, Information Technology, Faculty Senate, CTLE, Office of Research and Sponsored Programs	Postponed	Postponed due to lack of financial resources and low interest from University faculty.

	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, University Faculty	Ongoing	Digital Services has accessioned masters and honors theses that include video and software code. These materials are preserved and accessible upon request. Digital Services partnered with the Nursing Department to implement the DNP Scholarly Projects Collection (including papers and posters) in June 2017.
	I.3.3 Assess and support emerging faculty and student needs related to digital scholarship and digital humanities, such as access to specialized hardware and software.	Reilly Learning Commons, Research and Scholarly Services, Digital Services, Library Systems, CTLE, Information Technology	In progress	Reilly Learning Commons supports faculty/student projects upon request.
	I.3.4 Evaluate the reference collection to determine if additional volumes can be withdrawn.	Research and Scholarly Services, Serials/Acquisitions, Cataloging	Phase 1 complete; Phase 2 in progress	Additional volumes of superseded, outdated and resources available online were removed and recycled.
	I.3.5 Offer on-demand assistance to help faculty critically evaluate whether particular journals may be considered predatory.	Research and Scholarly Services, Library Faculty	Ongoing	Currently piloting access to Cabell's Blacklist. Library faculty participated in a Provost' Brown Bag on Predatory Publishing in Fall 2017.
	I.3.6 Support open access publishing as an alternative to traditional subscription based journals and offer on-demand assistance to faculty members who have questions about open access publishing or need advice evaluating particular open access titles.	Research and Scholarly Services, Library Faculty	Ongoing	
I.4 Provide technology and software that enables students and faculty to discover, create and use diverse forms of information.				
	I.4.1 Provide equipment and software to support 3D scanning, modeling, and printing.	Reilly Learning Commons, Library Systems, Library Administration, Information Technology	In Progress	A 3D printer was installed in the Reilly Learning Commons. A 3D scanner has been purchased. Phase 2: Install software for students.
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.	Reilly Learning Commons, Research and Scholarly Services, Circulation, Library Administration	Ongoing	We regularly review the Library's physical space needs to accommodate changes in student learning styles, and continue to add new tools and furnishings in response to student input.
	I.5.2 Renovate Library classrooms.	Research and Scholarly Services, Library Faculty, Library Administration		

	I.5.3 Allocate space on the 2nd floor for one-on-one consultations between students/faculty and Research Services librarians.	Research and Scholarly Services, Library Administration		
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	Complete	In summer 2016 the Library successfully relocated over 10,000 titles from the Library's stacks to an off-site Iron Mountain location. The items are retrievable within one business day. See the Library's case study at: http://www.ironmountain.com/Knowledge-Center/Reference-Library/View-by-Document-Type/Case-Studies/T/The-University-of-Corson.aspx
	I.6.2 Pursue remote storage for University Archives and Special Collections acquisitions.	Archives/Special Collections	In progress	
	I.6.3 Explore sending an additional shipment of books to Iron Mountain.	Circulation, Cataloging, Academic Departments, Library Administration		
Global:				
G.1 Participate in local, national and international digital initiatives.				
	G.1.1 Seek collaborative, interinstitutional solutions for digital preservation and digital collections management.	Digital Services	Complete	We became a PA Digital founding member, leveraging a statewide network and the national Digital Public Library of America platform to improve access to our digital collections.
	G.1.2 Explore opportunities for collaboration with other AJCU libraries.	Serials/Acquisitions, Media Resources, Digital Services, Library Systems, Library Administration	In progress	Discussing potential collaboration among AJCU libraries that are Innovative users
G.2 Enrich the value of Library cataloging and metadata.				
	G.2.1 Participate with Innovative Interfaces Inc. on future development of their products.	Library Systems, Cataloging, Digital Services	Complete	In Spring/Summer 2017, a Library task force reviewed Innovative's new Linked Data service and decided not to move forward with it at this time. Library Systems and Digital Services continue to work with Innovative to improve the Encore Harvester service.
	G.2.2 Finalize and implement participation in Digital Public Library of America to improve discoverability of digital collections.	Digital Services	Complete	As of April 2016, over 13,500 items from the Library's digital collections are now discoverable in the Digital Public Library of America (DPLA) via the Pennsylvania Digital (PA-Digital) state service hub.
	G.2.3 Enhance findability and simplify access to the Library's collections by improving Library catalog records.	Cataloging, Library Systems	In progress	

	G.2.4 Investigate new discovery platforms to enhance functionality of the library's online catalog.	Library Systems, Research and Scholarly Services, Technical Services, Digital Services		
G.3 Implement policies and procedures to preserve the privacy of user interactions with library services				
	G.3.1 Minimize collection of sensitive, personal information from Library users.	Library Faculty, Library Administration, Information Technology	Postponed	Drafted but did not finalize Library privacy policy
Institutional Planning Principles:				
IPP.1 Continue the development and implementation of Library-wide assessment.				
	IPP.1.1 Document the Library’s contributions to supporting the University’s achievement of Middle States standards; identify a librarian to join Middle States Assessment Committee.	Library Administration, Library Faculty, Office of Planning and Institutional Effectiveness	In progress	The Middle States Self-Study Steering Committee was formed in Spring 2017. Assistant Dean Jean Lenville is co-chairing the working group for Standard 3: Design and Delivery of the Student Learning Experience. Library Faculty member Narda Tafuri is also serving on the working group for Standard 6: Planning, Resources & Institutional Improvement. The Middle States visit will take place in 2019.
	IPP.1.2 Participate in the administration of MISO assessment tool.	Library Administration, Information Technology, Library Faculty	In progress	IR and the Library participated in the MISO assessment in March 2015. The Library will again partner with IT to conduct a MISO assessment in Spring 2018.
IPP.2 Pursue opportunities for fundraising.				
	IPP.2.2 Raise funds to fully endow the Bonnie W. Oldham Library Research Prize.	Library Administration, Library Faculty	In progress	
Long Range Goals and Objectives:				
LR.1 Integrate CTLE services (including Writing Center and Tutoring) into the Library building.				
LR.2 Conduct a full collection assessment and deaccession materials that are no longer needed.				
LR.3 Evaluate the Information Literacy Program through an Ignatian and social justice lens.				
LR.4 Update the Library's heating, ventilation, and air conditioning (HVAC) system.				
LR.5 Improve accessibility of Library spaces by ensuring clear pathways throughout the building.				