Penn State shield logo with black text and blue shield

Unit Strategic Plan: University Libraries

2014/2015 through 2018/2019

A more detailed version of this plan can be found at:

<https://libraries.psu.edu/about/university-libraries-strategic-plan>

# The University Libraries

# Strategic Plan, 2014–2019

## Foreword

The University Libraries want this strategic plan to resonate with all library employees, regardless of department or location, and with all its stakeholders. The plan is broad enough to offer administrative guidance, but specific enough to show individuals how they fit into the organization and how they contribute to the overall success of the Libraries.

Both practical and inspirational, this plan is a continuation of the Libraries’ impressive history as well as indicative of bold aspirations for the future.

## Mission

The University Libraries:

* inspire intellectual discovery and learning,

• offer robust information resources and academic collaborations in teaching and research, and

* connect the Penn State community and residents of Pennsylvania to the world of knowledge and new ideas.

## Vision

The University Libraries will be:

**•** a world-class research library with a global reach;

• a welcoming and inclusive environment for learning, collaboration, and knowledge creation;

• a partner in research and education;

• a leader in delivery and preservation of library collections; and

• a place that uses technology and rewards innovation.

## Foundational Values

To guide our conduct, demonstrate our expectations, and chart priorities and resource allocation, the Libraries commit to:

**• Equity of Access**to promote the freedom, discovery, openness, and sustained affordability of information. We will:

* maintain accessible web pages, research guides, learning objects, and other materials;
* select print and electronic materials in accessible formats;
* advocate for accessible databases; and
* facilitate and promote open access to the Libraries’ unique resources.

**• Diversity and Inclusion**to embrace differences with acceptance and respect. We will:

* create an environment of respect and inclusion for faculty, staff, students, and residents of Pennsylvania;
* provide collections and programs that reflect the diversity of our community and raise cultural awareness;
* ensure equitable access to our facilities, resources, and services; and
* work to improve our workforce by attracting and developing talented faculty and staff from diverse backgrounds.
* **Ethics and Integrity** for a strong foundation of ethical principles and professional integrity. We will:
* foster free and open inquiry, provide equity of access, respect intellectual property rights, and protect the privacy of our users;
* embrace our role in the stewardship of information for present and future generations; and
* endeavor to ensure that ethics and integrity are at the forefront of our mission to select, organize, preserve, and disseminate knowledge.

**• Sustainability**to support the pursuit of human health, happiness, environmental quality, and economic well being for current and future generations. We will:

* provide and preserve information and support learning and research and
* create a model for sustainable stewardship of the scholarly record that promotes literacy, solutions, and leadership.
* **Empathy** to understand and meet the needs of others. We will:
* value an understanding of the unique characteristics of all people,
* strive for insight into what others are thinking and feeling as we work with them, and
* attempt to understand how users engage in our services.

## Programmatic Areas

### • Discovery, Access, and Preservation

The Libraries collect, organize, and ensure long-term, durable access to information in all forms.

Goal 1: Simplify finding and access to collections and other information sources.

* Describe and digitize unique collections and at-risk formats such as audio and video.
* Improve user experience on all devices, with special attention to those with disabilities.

Goal 2: Improve access for future generations through stewardship of collections and resources.

* Develop and implement a program of preservation and curation of digital resources.
* Coordinate collection development, preservation, and management to support increasingly diverse and decentralized collections.

### • Teaching and Learning

The Libraries provide leadership in the promotion of critical thinking that supports curricular and lifelong learning and teach students, faculty, staff, and community members how to discover, evaluate, use, organize, and create information.

Goal 1: Expand our role as a partner in online and resident education to support engaged, critical, and informed learners.

* Strengthen partnerships with teaching faculty, instructional designers, and others to integrate library instruction and critical thinking competencies into the curriculum.
* Collaborate across library units for efficient and effective delivery of online instruction.
* Support excellence in teaching through professional development for library instructors.

Goal 2: Develop active and immersive learning environments that support and facilitate learning in all disciplines.

* Explore emerging educational technologies to enhance learning.
* Partner with academic departments to develop physical and virtual spaces related to curricular and research needs.

### • Advancing University Research

As researchers and partners in creating and sharing new knowledge worldwide, the Libraries provide strong academic research collections in all formats and invest in new collaborations to keep pace with changes in scholarly communications.

Goal 1: Provide scholarly collections and services needed for cross-disciplinary research by undergraduate, graduate, and faculty researchers.

* Create a research services model that crosses organizational boundaries and provides support for interdisciplinary research and emerging researcher needs.
* Promote awareness of University priorities and strategic directions, including expansion of services for STEM fields by developing a multi-campus service approach.
* Enable undergraduates, graduates, and faculty to publish in a variety of forms appropriate for their work, through collaborations with the Penn State Press and academic programs.

Goal 2: Maximize the array of research materials available to the Penn State community by broadening the concept of what constitutes “collecting” and by promoting new forms of scholarly communication.

* Foster the use of digital repositories where researchers may search for the products of scholarship as well as contribute their own work.
* Work toward coordination of collection strengths with peer institutions to create a sustainable set of information resources for the country.
* Develop a shared technology infrastructure with peer institutions to support research dissemination and re-use at home and abroad.

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View the detailed plan at:

<http://www.libraries.psu.edu/psul/admin/stratplan2014.html>

Top Level - Libraries Programmatic Areas, including: Discovery, Access, and Preservation; Teaching and Learning; and Advancing University Research
Next Level - University Strategic Planning Council Themes and Supporting Strategies, including: Managing and Stewarding Our Resources; Outreach and Engagement; Transforming Education and Access; Enhancing Our Health and Well-Beaing; Leveraging Our Digital Assets; and Exploring and Promotion Our Cultures
Next Level - President Barron's Six Initiatives, including: Access and Affordability; Diversity and Demographics; Student Engagement; Technology and Curriculum Delivery; Excellence; and Economic Development and Student Career Success
Bottom Level - University Libraries Foundational Values, including: Equity of Access; Global Engagement; Diversity and Inclusion; Sustainability; Ethics and Integrity; and Empathy

#### Dean’s Action Areas for 2014-15 (sorted by working group with responsibility for input)

##### Discovery Access and Preservation

* Develop a robust Conservation facility
* Expand and add functionality to ScholarSphere
* Strengthen partnerships with World Campus and increase library support
* Continue to advance University Park Libraries’ master space plan with OPP
* Implement robust digitization and digital preservation selection/process/workflow
* Launch new Discovery team to strengthen online presence and efficacy (with input from the other 2 working groups)
* Proactively leverage consortial and member-driven efforts with DPLA, HathiTrust, APTrust, Digital Preservation Network, DuraSpace, and Meta Archive
* Investigate options for a new LMS (library management system) and continue to improve discovery through robust cataloging, web solutions, and links to other digital collections
* Continue to build robust collections and expand digital collections through collaborative CIC purchasing, Hathi Trust digitization, and digitization of locally held unique collections
* Execute a robust program of assessment in concert with strategic planning and partnership with Institutional Research and Planning (setting goals using the assessment and matrix plan)
* Work with university administration, UPUA, and CIC on textbook and open educational initiatives
* Continue an active diversity program – invite input from the Libraries Diversity Committee by scheduling meetings and setting goals using the assessment and matrix plan
* Explore delivery of library materials directly to undergraduates

##### Teaching and Learning

* Raise funds for the expansion of MacKinnon’s Café and installation of innovative student/instruction/gathering spaces on West Pattee ground floor
* Strengthen partnerships with World Campus and increase library support
* Continue to advance University Park Libraries’ master space plan with OPP
* Continue planning for phase 7 of the Knowledge Commons
* Continue to partner with campuses to update libraries including installation of Knowledge Commons-like facilities
* Institute a copyright consultation program
* Implement initiatives to support Penn State’s increased emphasis on global programs- put a team together to investigate and better define what this means for the Libraries
* Work with university administration, UPUA, and CIC on textbook and open educational initiatives
* Continue an active diversity program –invite input from the Libraries Diversity Committee by scheduling meetings and setting goals using the assessment and matrix plan
* Execute a robust program of assessment in concert with strategic planning and partnership with Institutional Research and Planning (setting goals using the assessment and matrix plan)

##### Advancing University Research

* Expand and add functionality to ScholarSphere
* Implement Center for Humanities and Information with the College of the Liberal Arts and plan a digital humanities lab
* Strengthen partnerships with World Campus and increase library support
* Continue to advance University Park Libraries’ master space plan with OPP
* Continue planning for phase 7 of the Knowledge Commons
* Work on collection building/access
* Proactively leverage consortial and member-driven efforts with DPLA, HathiTrust, APTrust, Digital Preservation Network
* Move open access principles forward within the University Libraries and with the Faculty Senate – assist with developing a sustainable model
* Strengthen data services in the social sciences and sciences
* Continue to build robust collections and expand digital collections through collaborative CIC purchasing, Hathi Trust digitization, and digitization of locally held unique collections
* Execute a robust program of assessment in concert with strategic planning and partnership with Institutional Research and Planning (setting goals using the assessment and matrix plan)
* Implement initiatives to support Penn State’s increased emphasis on global programs- put a team together to investigate and better define what this means for the Libraries
* Continue an active diversity program – invite input from the Libraries Diversity Committee by scheduling meetings and setting goals using the assessment and matrix plan

PROGRAMMATIC AREA – DISCOVERY, ACCESS AND PRESERVATION **Strategic Priorities Timeline/Responsibilities Matrix**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Priority** | **Sponsor** | **Project/Deliverable** | **Group/Team** | **Timeline** |
| Develop a discovery and access strategic plan. | Dace Freivalds | Discovery and Access Strategic Plan including timeline and implementation plan | Discovery and access strategy team | Appointed by June 30, 2015  Update due by Dec 1, 2015 |
| Investigate and make recommendations on a new Library Management System | Dace Freivalds | Investigate landscape and make recommendation for next steps | LMS Investigation Team | Appointed by June 30, 2015  Report by Dec 1, 2015 |
| Develop a conservation and preservation strategic plan and proposal for Conservation Lab | Sue Kellerman | *Step 1:*  Conservation and Preservation Strategic Plan including timeline and implementation plan | Conservation and Preservation Strategic Planning Group  (Should include 1 or 2 stakeholders external to preservation/special collections etc.) | Appointed by June 30, 2015  Strategic plan due by Dec 1, 2015 |
|  |  | *Step 2:*  Detailed facilities and staffing proposal for fully functional Conservation Lab | Conservation and Preservation Strategic Planning Group | Proposal for lab by May, 2016 |
| Develop a clearly defined digital repository strategy | AD for TEDS | Digital Repository Strategic Plan | Digital Repository Strategy Team? | Appointed by October 1, 2015.  Plan by March 1, 2016. |
| Develop a center for humanities information with the college of liberal arts including a digital humanities lab | Anne Langley | *Step 1:*  Status report | PCS and Arts and Humanities (Dawn and James) | Status Report due by July 1, 2015 |
|  | Anne Langley | *Step 2:*  Digital Humanities Strategic Plan including timeline and implementation plan | DH Strategy Group-  Members from College of Liberal Arts, Facilities/resources and Libraries DH people | Appointed by October 1, 2015  Strategic plan due by March 1, 2016 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Hire a Collections Strategist | Anne Langley | Hire a Collections Strategist | Collections Strategist Search Committee under leadership of AD for Collections | TBD |
| Develop a comprehensive Collections Strategic Plan | Anne Langley | Comprehensive Collections Strategic Plan including timeline and implementation plan | Comprehensive Collections Strategy Team - including Collections Strategist | Appointed by March 1, 2016  Strategic plan due by October, 2016 |
| Space planning for all formats | Kimlyn Patishnock and others TBD | Report and recommendations | Critical Needs Space Planning Group | Appointed by January 1, 2015  Report and recommendations ASAP |
| Hire a digital preservation librarian | AD for TEDS | Hire a faculty level librarian focusing on digital preservation | Search Committee under leadership of AD for TEDS | TBD |
| Develop a robust digitization plan | AD for TEDS | Digitization Strategic Plan including timeline and implementation plan | Digitization Strategic Planning Group | Appointed by June 30, 2015  Strategic Plan by December 1, 2015 |
| Develop a robust digital preservation plan | AD for TEDS | Digital Preservation Strategic Plan including timeline and implementation | Digital Preservation Strategic Planning Group | Appointed by June 30, 2015  Plan by December 1, 2015 |
| Implement delivery of Library material to undergrads | TBD | *Step 1:*  Report and recommendations for a long term plan including faculty, staff, graduate students at UP and campuses | Tangible Request Fulfillment Working Group (existing group) | 2016 |
|  |  | *Step 2:*  Build upon May report for recommendations for undergrad delivery of materials | Tangible Request Fulfillment Working Group (existing group) | December 1, 2015 |

###### PROGRAMMATIC AREA - TEACHING AND LEARNING

The Libraries provide leadership in the promotion of critical thinking that supports curricular and lifelong learning and teach students, faculty, staff, and community members how to discover, evaluate, use, organize, and create information.

Goal 1: Expand our role as a partner in online and resident education to support engaged, critical, and informed learners

The Strategic Plan Working Group on Teaching and Learning has been charged with implementing Goal 1, and the first step in doing so will be to gather quantitative information to develop a profile of the teaching and learning activities the Libraries already perform. This will allow The Libraries to develop an action plan for the future. The working group is conducting the survey, compiling information, and preparing the summary report.

| Action | Timeline |
| --- | --- |
| Gather quantitative information via a survey. The survey will be distributed to the heads of Library units who do instruction, | April-May 2015 |
| Compile information and discuss Libraries-wide | June-July 2015 |
| Prepare summary report on Libraries instructional activities with action plan and identifiable metrics | June-August 2015 |
| Distribute plan to Unit Heads – discuss implementation of action items | August 2015- |
| Repeat survey, track progress | Ongoing every 1 to 2 years |

Note: Assessment of instructional activities is a vital objective and is currently a work in progress. Under the direction of Joseph Salem, Associate Dean for Learning, Undergraduate Services, and Commonwealth Campus Libraries, a Libraries-wide approach is under development. An example of the approach follows.

**Example Assessment Plan for Teaching and Learning Action Item: Create a Baseline of Current Learning Partnerships**

1. Specific metric – n/a (assessment project)
2. Data collection method - survey
3. Data collection frequency - once
4. Person responsible for data collection – implementation team
5. Person responsible for analysis / assessment - tbd

| **Programmatic Area** | **Goal** | **Action** | **AY** | **Responsible for Action Item** | **Responsible for Data Collection** | **Responsible for Analysis** |
| --- | --- | --- | --- | --- | --- | --- |
| Teaching and Learning | Goal 1 | Create a baseline of current learning partnerships | 2014-2015 | Implementation team | Implementation team | TBD |

###### PROGRAMMATIC AREA - ADVANCING UNIVERSITY RESEARCH

The working group has identified several preliminary tactical goals for the objectives below. In doing so, the group used the SMART convention. This approach uses the following criteria:

S--specific in terms of results to be achieved

M--measureable

A--ambitious

R--but realistic

R--time bound

The Assessment and Metrics plan currently being developed (see attached example) will be applied to each tactic. This is work currently in progress.

**GOAL 1:** Provide scholarly collections and services needed for cross-disciplinary research by undergraduate, graduate and faculty researchers.

Objective: Create a research services model that crosses organizational boundaries and provides deeper support for interdisciplinary research and emerging researcher needs

| Tactic | Action | Timeline |
| --- | --- | --- |
| Review and update relevant subject Research Guides and create new Research Guides for emerging areas of research. Take advantage of LibGuide’s capability to facilitate collaboration among librarians | Participate in implementation of LibGuides  Participate in systematic review of Guides as content is migrated from current CMS to new CMS | 2015-2016 |
| Promote existing library liaison structure to departments and research centers to faculty, research staff, and students. | Meet with subject librarians | 2015-2016 |

Objective: Promote awareness of university priorities and strategic directions, including expansion of services for STEM fields by developing a multi-campus service approach.

| Tactic | Action | Timeline |
| --- | --- | --- |
| Assess and redefine faculty and staff positions as they become available to ensure that jobs are based on library needs. | In progress – positions reviewed by Libraries Administration and Dean’s Library Council | 2014- |
| Task the individual appointed to the new Science Data Librarian position with responsibility for offering a depth of expertise in specific areas, including data management. This individual will also collaborate with Publishing and Curation Services and other units interested in data management and curation | Under development | 2015-2016 |
| Establish a more coordinated approach to faculty orientation to ensure that librarians connect with every new faculty hire | Under development – in progress in many library units | 2015- |
| Leverage the newly created University Libraries Research Data Working Group as a tool for developing the research data-related knowledge and skills of faculty and staff in order to strengthen data services across the University Libraries | Under development | 2015- |

Objective: Enable undergraduates, graduates, and faculty to publish in a variety of forms appropriate for their work, through collaborations with the Penn State Press and academic programs.

| Tactic | Action | Timeline |
| --- | --- | --- |
| Expand marketing campaign for ScholarSphere so students and faculty have a better understanding of how ScholarSphere can be used to showcase research | Under development - in progress | 2014- |
| Encourage the Faculty Senate to adopt open access principles, following the example of the University Libraries’ faculty | Under development - in progress | 2015- |
| Recommend that the Penn State Press adopt a sustainable multi-pronged approach to Open Access. For example, some content (such as supplementary materials in the case of monographs) could become open access. | Under development - in progress | 2015- |
| Promote the newly created Center for Humanities and Information as a mechanism for the expansion of digital humanities scholarship across the University | Under development - in progress | 2015- |

**GOAL 2:** Maximize the array of research materials available to the Penn State community by broadening the concept of what constitutes “collecting” and by promoting new forms of scholarly communication.

Objective: Foster the use of digital repositories where researchers may search for the products of scholarship as well as contribute their own research outputs.

| Tactic | Action | Timeline |
| --- | --- | --- |
| Create or link to Research Guides that list and compare institutional repositories in the humanities, sciences, and social sciences. Use the “Research Data Management at Penn State Hershey” as a model | Under development - in progress | 2015- |
| Ensure that the “Research Data Management at Penn State Hershey” is listed on the University Libraries’ homepage and that appropriate Research Guides link to this resource. | In progress | 2015 |
| Evaluate ScholarSphere to improve effectiveness. Expand and add functionality to ScholarSphere based on this assessment | Under development - in progress | 2015- |

Objective: Work toward coordination of collection strengths with peer institutions to create a sustainable set of information resources for the country.

| Tactic | Action | Timeline |
| --- | --- | --- |
| Will increase digitization efforts, especially with regard to hidden collections | Under development - in progress | 2014- |
| Continue to take advantage of consortial pricing to build robust collections | In progress | 2014- |
| Monitor shared print initiatives with the CIC and other consortia | Under development - in progress | 2014- |

Objective: Develop a shared technology infrastructure with peer institutions to support research dissemination and re-use at home and abroad.

| Tactic | Action | Timeline |
| --- | --- | --- |
| Will evaluate technology infrastructure | Under development - in progress | 2015- |

**Assessment and Metrics Plan for University Libraries Strategic Plan**

An assessment and metrics plan is being developed in collaboration with the strategic plan implementation teams. For each action item, the following will be developed based on the goal with which the item is aligned:

1. Specific metric
2. Data collection method
3. Data collection frequency
4. Person responsible for data collection
5. Person responsible for analysis / assessment

Metrics may not be assigned to action items that focus on assessment projects; however, the remaining criteria will be assigned.

As the assessment / metric plan is developed for each action item, the following matrix will be completed:

| **Programmatic Area** | **Goal** | **Action** | **AY** | **Responsible for Action Item** | **Responsible for Data Collection** | **Responsible for Analysis** |
| --- | --- | --- | --- | --- | --- | --- |
| Discovery, Access, and Preservation |  |  |  |  |  |  |
| Teaching and Learning |  |  |  |  |  |  |
| Advancing University Research |  |  |  |  |  |  |
| Diversity |  |  |  |  |  |  |