

## CAMPUS STRATEGIC OBJECTIVES AND TACTICS

### SERVICES

**Goal:** To provide quality services that ensure easy and rapid access to information resources, whether locally or remotely held, in all formats.

**Objectives:**

- Encourage innovation in the delivery of library services.
- Support faculty in the revitalization of undergraduate education

**Tactics:**

- **Create a marketing, communications, and liaison plan to effectively promote and encourage the use of the Libraries' resources and services.**
- Participate in Commonwealth College and UP evaluation projects for online/virtual reference
- Expand e-reserve services
- Integrate library resources into courses and courseware (Angel software)
- Refine automated library systems to enhance delivery of services

### INSTRUCTION AND INFORMATION LITERACY

**Goal:** Advance information literacy as a fundamental expectation for educated persons, and provide facilities, expert instructors, and services to provide information literacy programs for both on-campus and distance learners.

**Objectives:**

- Clarify and promote services to support the World Campus and Distance Education students.
- Devise instructional and outreach programs in support of the university's diversity plan.
- Design instruction and resource interfaces to create access that will be in concert with popular and common styles of student information seeking behavior.

**Tactics:**

- **Develop effective programming for first year students through partnerships with English 15, Speech Communication, and First Year Seminars. Devise instruction that demonstrates the relevance of library information resources to peoples' academic and personal lives.**
- **Initiate, expand, and test alternative means of delivery of instruction for electronic resources.**
- **Collaborate with teaching faculty at campus locations on new teaching and learning initiatives; take advantage of the scale of the environments of the campuses to test new interfaces and instructional programs.**

- **Utilize subject expertise of librarians system-wide for instruction and training purposes.**
- Develop/enhance teaching expertise among library faculty.
- Utilize the Web for online instructional modules.
- Utilize assessment tools to measure the effectiveness of instruction.
- Provide technology and facilities for library instruction on and off campus.
- Develop new intuitive gateways to information resources (for example, research projects testing different interfaces to the CAT).
- Seek opportunities to secure financial support for creative instructional programs system-wide (e.g. innovative teaching grant).
- Create incentives for faculty to engage in innovative instruction (e.g. reward for risk).

## **COLLECTIONS**

**Goal:** Develop library collections in all formats that emphasize university research areas of strength, undergraduate education, and emerging areas of excellence, in the most cost-effective manner.

### ***Objectives:***

- Develop strategies for balancing collection needs within resources available.
- Assess collections at campus college libraries and provide strategies for meeting new curriculum needs at campus colleges.
- Enhance diversity collections in support of the university's diversity plan.

### ***Tactics:***

- **Inventory and describe collections at campus/college locations (breakdown by call number, age of items, etc.) using SIRSI statistics.**
- Seek strategies for getting maximum purchasing power from the collections and access budget, e.g. consortial purchases, approval plans, etc.
- Continue centralized licensing for university-wide access to e-collections.
- Exploit SIRSI reports and base purchasing decisions on collection usage patterns and collection inventories
- Continue to define the holdings of the University Libraries as "one collection" that serves the needs of all students, faculty, and staff at all locations.

## **DIGITAL LIBRARY INITIATIVES**

**Goal:** Determine and implement a coordinated approach to providing appropriate intellectual access to digital materials, including born-digital, licensed, or converted materials.

### ***Objectives:***

- Participate in national, regional, and Commonwealth digital library initiatives that expand collections and access to our students, faculty, and staff and preservation of digital collections and artifacts.
- Continue to improve method for prioritizing projects and resource allocations.

***Tactics:***

- Participate in CIC, OCLC, RLG, DLF, LC and grant-supported initiatives seeking to develop shared digital collections.
- Selectively digitize local collections based on local and national priorities.

**THE ENGAGED UNIVERSITY**

***Goal:*** Support access to information to the citizens of the Commonwealth.

***Goal:*** Provide leadership in the library community and the profession in Pennsylvania.

***Objectives:***

- Define “outreach” in the context of the University Libraries and better recognize and reward outreach activities.
- Clarify responsibilities for services and access to secondary clientele in an Internet environment.
- Support Penn State outreach initiatives that serve the community.
- Increase public awareness of resources and services of the PSU Libraries.

***Tactics:***

- **Promote engagement/participate on an individual level at the state level in organizations such as PaLA, ACRL chapters, SLA chapters, and regional consortia such as PALINET, TCLC, and ACLCP.**
- Work with the State Library, PALCI, cultural organizations, the media, and the other state resource centers to facilitate access to information to all citizens of the Commonwealth.
- Promote professional organizations such as PaLA, PAECT, etc.
- Promote engagement with the community and support workforce development training initiatives.

**ASSESSMENT**

***Goal:*** Continue to develop a program for assessment of resources and services, including outcomes assessment, benchmarking, and evaluation criteria, and quantitative measurements.

***Objectives:***

- Build assessment into our culture as criteria for developing collections, services, and systems.
- Benchmark with comparable institutions externally to track overall environmental changes.

- Apply assessment techniques to University Park subject libraries and campus college libraries, revising techniques as appropriate for different populations.

***Tactics:***

- **Evaluate user satisfaction at multiple levels and design services as indicated by results.**
- Participate in the ARL assessment program and apply to PSUL.
- Utilize SIRSI statistics in analyzing use of resources.
- Define measurements to assess progress on strategic initiatives.
- Participate in national and international standards that are evolving to standardize the gathering of information about use of resources.
- Develop data warehouse and make use of subsequent reports
- Utilize climate survey in five year iterations to track changes in environment.

**PEOPLE**

***Goal:*** To recruit, develop, and retain library faculty and staff who can successfully provide services for the 21<sup>st</sup> century.

***Objectives:***

- Recruit and develop a diverse workforce committed to providing quality library service and committed to the goals of the university's diversity plan.
- Improve quality of work life for faculty and staff
- Provide opportunities for career growth and advancement for faculty and staff.
- Develop strategies to recruit and retain professionals in a competitive market

***Tactics:***

- **Review types of expertise and skills needed by the University Libraries and revise library positions, recruitment methods, and reward systems accordingly.**
- **Develop a plan to appropriately review all faculty and staff positions on a continuing basis and revise position descriptions to accurately reflect responsibilities. Standardize processes and practices in reviewing positions system-wide.**
- **Utilize annual evaluations, promotion and tenure processes, and extended faculty reviews as tools to provide feedback, guidance, and staff development.**
- Work with ARL, HR, and Web sites to extend professional network for recruitment of a diverse staff.
- Create a training and development program for faculty and staff, based upon assessment of their needs and the needs of the University Libraries, and provide an annual schedule of opportunities.
- Strive to provide competitive salaries for faculty and staff commensurate with their responsibilities, expertise, and skills and to provide sufficient numbers of staff, in order to meet the service and collections goals of the University Libraries.

- Enhance communications within the University Libraries to better inform each other about what is happening in various locations and departments, status of projects, to improve input into administrative priorities, etc.
- Encourage participation in job enrichment programs.
- Increase cross-training opportunities.
- Address ergonomic issues.

## **POSITIONING WITHIN THE COLLEGE, THE CAMPUS, AND THE UNIVERSITY**

**Goal:** Build an awareness of the role of the University Libraries within the University and the librarians' role as faculty through active participation in the governance and administration of the University.

### ***Objectives:***

- Increase involvement in University discussions that would impact on teaching and learning.
- Increase involvement in discussions about curriculum that take place across the University.

### ***Tactics:***

- **Seek opportunities to serve on campus curriculum, governance, and planning committees; support the election and appointment of librarians to University and campus committees and taskforces.**
- **Monitor University and Campus activities for service/speaking opportunities.**
- **Mentor libraries faculty to participate in Campus and University planning and governance bodies.**

## **FACILITIES**

**Goal:** To recognize that a library continues to be a physical place as well as a "virtual" place and to provide library facilities appropriate to the service, user, and collection needs of the University community.

### ***Objectives:***

- Work with administrators of the campus colleges to develop facilities plans for each of the campus college libraries and advocate for needs of users.
- Evaluate all facilities for ability to support collection preservation needs, better staff and user environment, information technology, and the learning environment.
- Strengthen information technology infrastructure support for the campus college libraries.
- Improve basic appearance and furnishings at campus and branch libraries and improve staff workspace.

***Tactics:***

- **Review and update as appropriate the safety and evacuation plans and train staff accordingly.**
- Work with campus administrators to fund upgrades identified in facilities plans.
- Review and revise disaster plan for all library facilities.
- Review and enhance as appropriate the security systems for all library facilities.
- Coordinate meeting ADA requirements in library facilities with university ADA office.
- Create awareness among campus and college administrators, faculty, and staff concerning the need to preserve library space for library needs.

## **TECHNOLOGY INFRASTRUCTURE**

**Goal:** To provide for reliable operations of library functions in campus/college libraries.

***Objectives:***

- Maintain a campus/college library technical infrastructure that is adequate for delivery of library resources and services.
- Ensure the use of appropriate technology to provide access to library resources, services, and instruction.

***Tactics:***

- Continue to actively pursue campus/college library sharing of funds for life-cycle equipment and software replacement and upgrades along with implementation of new technologies.
- Continue to encourage campus/college administrators to make technical infrastructure improvements necessary for the delivery of library resources and services.

## **FUNDING**

**Goal:** Continue to seek appropriate levels of funding to meet collections, service, and technology needs of the University Libraries.

***Objectives:***

- Review deployment of resources for allocation to ensure that library resources are equitably deployed to meet highest priorities system-wide.
- Coordinate the development plan with the Libraries' strategic plan

***Tactics:***

- **Develop new partnerships with campus development officers / advocate library needs through periodic meetings with development officers.**
- Seek grant opportunities.
- Seek new sources of funding to augment traditional funding sources, e.g. private giving, for fee services, grants, contracts, cost recovery, etc.