



Penn State Harrisburg Library Strategic Plan 2008/09 – 2012/13

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Unit Description

As part of one university, geographically dispersed, Penn State Harrisburg faculty and students have access to the resources and services of the Penn State University Libraries system (UL), a research library system ranked 8th overall amongst the 113 member institutions of the Association of Research Libraries (ARL) in 2007.

As part of the UL, the Penn State Harrisburg Library provides services, including professional research assistance, seven days per week during the fall and spring semesters, and summer sessions. The library actively delivers library instruction, providing at least 40 course-related instruction sessions overall per semester. The library has five full-time and two part-time professional librarians, eleven full-time staff, and a number of part-time staff members and student assistants.

The Penn State Harrisburg Library provides access to a local collection of over 300,000 volumes and approximately 700 active print journal subscriptions, as well as to the resources of the Penn State University Libraries, which include over 5 million volumes and 400 online resources. Patrons have electronic access to over 15,000 full text journals made available through university-wide, online subscriptions. Patrons are also able to utilize the university's interlibrary loan system to obtain materials from other Penn State campuses and other colleges, universities, and public libraries throughout the world. In addition, the library is within 15 miles of the State Library of Pennsylvania, a state and federal government documents depository library. The Penn State Harrisburg Library is a member of the Associated College Libraries of Central Pennsylvania consortium. Students, faculty and staff are able to use the library resources and borrow materials from any of the 24 libraries participating in the consortium.

The library includes the Archives & Special Collections (A&SC), which features the Alice K. Marshall Women's History Collection (AMC), the Center for Pennsylvania Culture Studies Collection, and the Penn State Harrisburg Campus Archives. The AMC is the most extensive collection in A&SC and is considered by several scholars to be one of the largest, privately compiled research collections on women's history in the United States. It consists of literary, graphic, and manuscript materials dealing with the issues and individuals that comprised women's history from the late 17th century to the mid-20th century. In addition, the library houses the Schwab Family Holocaust Reading Room, which includes materials from the Holocaust and Genocide Collection of books and other media.

The Penn State Harrisburg Library provides access to collections in both traditional paper format and in electronic format. The library possesses an extremely rich collection of resources supporting the programs offered by the College with special attention given to collections in American Studies, Business, Criminal Justice, Education, Engineering, Psychology, and Public Administration.

Mission Statement

The Penn State Harrisburg Library serves as the College's physical and virtual gateway to the world of knowledge. The library supports the academic curriculum, research, lifelong learning, and economic development needs of students, faculty, and community members in Central Pennsylvania. The library also serves as a steward for specialized research collections that enhance the College's teaching and research activities.

Vision Statement

The Penn State Harrisburg Library will be recognized in the region as an exceptional learning environment, delivering excellent service and providing access to outstanding resources.

Situational Analysis

External Factors and Trends

Economy

- Static library budgets
- Steadily rising costs of library materials, especially periodicals

Education

- Changing demographics and needs of users
- Concerns regarding campus security
- Demand for library user education rising
- Incorporation of primary sources in the learning process
- Increase in accountability measures for education
- Increase in online and blended learning
- Increase in the number of students needing remedial courses and tutoring
- Increase in the number of students with documented learning disabilities

Information

- Changing information access needs
- Increasing demand for interlibrary borrowing
- Increasing use of information available on the “open Web” by students, although much of the content of questionable accuracy
- Length of reference transactions increasing (detailed reference)
- Shift from paper to electronic access not only for journals, but also many reference titles
- Shift in reference activity from the traditional reference desk to users’ point of need
- User’s expectations of immediate access and delivery of information

Internal Factors and Trends

Penn State Harrisburg (PSH)

- Development of new programs
- Heavy use of ANGEL, electronic reserves, and full text journals
- Increase in the breadth of general education courses
- Increases in the number of teaching faculty, both full time and adjunct
- New course and program sequences
- Rising undergraduate enrollments impacting campus services and facilities
- Stewardship for preserving the campus history

University Libraries (UL)

- Centralization of Acquisitions/Technical Services toward University Park
- Content management system for UL Web sites in the process of implementation
- Examination of duplication of resources taking place
- Federated searching being implemented
- Increasing number of electronic resources linked in the CAT

1. GOAL: ENHANCE FACILITIES

- a. Strategic initiative: Improve library security
 - i. Objective: Assess library security, including a professional assessment by campus police and/or Risk Management
 - ii. Objective: Install equipment and redistribute staffing if needed
 - iii. Objective: Train library staff on emergency contacts and procedures
 - iv. Objective: Raise student and faculty awareness about building exits and other security features in the library
 - v. Objective: Purchase and install a networked alarm system to ensure a high level of physical security for all materials in A&SC
 - vi. Measurements
 - 1. A report on recommendations for improving library's security
 - 2. Implementation of recommendations
 - 3. Flyers or e-mails about security distributed to library visitors
 - 4. Installation of hardware and software, and the establishment of service structures to gain robust security of collections in A&SC

- b. Strategic initiative: Begin implementing a preservation program for Archives & Special Collections (A&SC)
 - i. Objective: Survey and inventory all materials in A&SC to facilitate access and assess preservation needs
 - ii. Objective: Purchase and install compact shelving to enable the future growth and development of collections
 - iii. Measurements
 - 1. Increased storage space to accept new collections
 - 2. Completion of a formal preservation assessment, with recommendations for re-housing materials in A&SC

- c. Strategic initiative: Provide reliable access to information technology software and hardware to effectively use library resources for all patrons
 - i. Objective: Collaborate with IIT and other units to guarantee seamless access to library computing
 - ii. Objective: Install equipment and train staff as needed on new technologies

- iii. Measurements
 - 1. Number or percentage of computers out of service
 - 2. Number of technical questions answered by the reference desk

2. GOAL: ENHANCE COLLECTIONS

- a. Strategic initiative: Analyze collections and determine areas for focused growth based upon needs
 - i. Objective: Identify and acquire titles to support new programs offered at Penn State Harrisburg
 - ii. Objective: Reduce duplication of reference and journal holdings with electronic holdings
 - iii. Objective: Enhance holdings in areas of diversity
 - iv. Measurements
 - 1. Number of titles available
 - 2. Turnover ratio
 - 3. Use LIBQUAL or other survey instrument to measure user satisfaction with collections
- b. Strategic Initiative: Enhance the Curriculum Materials Collection
 - i. Objective: Write policies for developing, cataloging, and processing the collection
 - ii. Objective: Commit at least 10% of BEHSC monograph funds to curriculum materials purchases
 - iii. Objective: Pursue grant funding and in-kind donations
 - iv. Measurements
 - 1. Number of titles available in the CMC
 - 2. Circulation statistics of CMC materials
- c. Strategic Initiative: Expansion of PSU Campus archives
 - i. Objective: See 1.b above
 - ii. Measurements: See above
- d. Strategic Initiative: Create collection development policy statements for each academic school
 - i. Objective: Define the scope of the library's existing collections in the various subject or program areas for relevant school
 - ii. Objective: Plan for the further development of resources
 - iii. Objective: Identify the strengths of collections

- iv. Objective: Describe the selection philosophy, goals, and criteria for each collection
- v. Measurements
 - 1. Completion of policy statements
 - 2. Use of the statements in accreditation reviews and other reports
 - 3. Number of titles available
 - 4. Use LIBQUAL or other survey instrument to measure user satisfaction with collections

3. GOAL: ENHANCE SERVICES

- a. Strategic initiative: Enhance online presence
 - i. Objective: When appropriate, support Penn State Harrisburg's online and blended course offerings by producing ANGEL guides, web pages, instructional videos, podcasts, or other learning supports
 - ii. Objective: Periodically evaluate content and organization of Penn State Harrisburg Library's Web pages
 - iii. IM reference service (see 3.b.ii below)
 - iv. Measurements
 - 1. Production and usage of online supports to serve students at point of need
 - 2. Number (or percentage) of online/blended courses served by liaison librarians and/or library instruction coordinator
 - 3. Number of Web pages revised and integrated into University Libraries' Content Management System
- b. Strategic initiative: Enhance reference services to meet users at their point of need.
 - i. Objective: Encourage use of books, magazine and journal articles to support coursework
 - ii. Objective: Explore alternative delivery methods for reference services, including the use of Instant Messenger reference service
 - iii. Objective: Revise guidelines and policies regarding desk coverage and other services
 - iv. Objective: Explore the provision of off-desk research services by liaison librarians
 - v. Measurements
 - 1. Number of reference transactions

2. Percentage of time desk is fully covered
3. Number of patrons served off-site
4. Circulation statistics

4. GOAL: ENHANCE INFORMATION LITERACY & OUTREACH

- a. Strategic initiative: Enhance instructional delivery through online presence and other tools
 - i. Objective: see 3.a above
 - ii. Measurements: see above
- b. Strategic initiative: Enhance course-related bibliographic instruction
 - i. Objective: Provide librarians with opportunities for feedback on library instruction
 - ii. Objective: Foster communication between liaison librarians and schools
 - iii. Whenever possible, introduce students to diverse research techniques and resources, especially through first-year-seminar, general education, research methods, and writing intensive courses
 - iv. Measurements
 1. Peer review and faculty surveys to evaluate library instruction
 2. Use LIBQUAL or other survey instrument to measure user satisfaction with collections and services
 3. Number and diversity of course-related instruction sections
- c. Strategic initiative: Outreach
 - i. Objective: Initiate and sponsor special programs and events to promote library resources and services
 - ii. Objective: Market research services and collections
 - iii. Objective: Facilitate training events
 - iv. Measurements
 1. Count number of attendees at functions
 2. Number of reference transactions
 3. Number of instruction sessions or ratio of instruction sessions to students
 4. Surveys of users
 5. Number of workshops