

# STRATEGIC PLAN

July 1, 2018 - June 30, 2020

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## Teaching and Learning Success

Inspire a culture of student and faculty success by being present, active, and collaborative.

**Goal 1:** Discover student and faculty needs for library services, resources, and programming.

**Objective 1a:** Identify the information-related challenges students and faculty experience.

**Tactic:** Track curriculum trends, changes and initiatives.

**Objective 1b:** Foster successful collaboration.

**Tactic:** Improve communication with academic departments and faculty.

**Tactic:** Improve communication channels with students.

**Goal 2:** Provide information resources, services, and spaces that meet student and faculty needs in order to maximize all users' experiences.

**Objective 2a:** Commit to offering superior service to all users.

**Tactic:** Provide a variety of spaces to accommodate different modes of learning.

**Tactic:** Offer unique opportunities for practical learning.

**Tactic:** Ensure that all information resources, services, and spaces are accessible to users of all ability levels.

**Tactic:** Maximize the number of information resources accessible to distance and online learners.

**Objective 2b:** Offer solutions to the information-related challenges students and faculty experience

**Tactic:** Expand library instruction

**Objective 2c:** Partner with faculty to teach the scholarly communications process

**Tactic:** Support and advance digital scholarship and Digital Humanities initiatives

**Tactic:** Develop programming that informs, and includes campus-wide shared interests in digital scholarship

**Goal 3:** Enhance library services to support the teaching and learning activities of the University community

**Objective 3a:** Ensure students and faculty have a continuous voice in library services

**Tactic:** Effectively disseminate information to users in the formats they use most

**Tactic:** Offer students a voice in library policies via library advisory committees

**Objective 3b:** Assure that library purchases reflect evidence-based needs

**Tactic:** Make evidence-based decisions on programs and resources

**Tactic:** Regularly communicate with faculty about curriculum-related services

## Research Mission

Create a resource-rich environment in support of the expanding research orientation of the University<sup>1</sup>.

**Goal 1:** Discover research needs of faculty, students, research groups, departments, colleges, and the university.

**Objective 1a:** Identify research interests

**Tactic:** Conduct surveys and interviews; engage in conversations

**Tactic:** Monitor university announcements and media reports

**Tactic:** Monitor publication output

**Tactic:** Review library data points

**Objective 1b:** Identify researchers' information-related challenges

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<sup>1</sup>Definition/Scope of Research -- for the purposes of this document research is defined as "the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings....[and includes] pure and strategic basic research, applied research and experimental development..." HERDC. Research is not library research in support of homework or curriculum related activities, but rather empirical research intended for eventual publication.

**Tactic:** Conduct surveys and interviews; engage in conversations

**Tactic:** Review library data points

**Tactic:** Consult with other departments to discover challenges not reported to the library

**Goal 2:** Provide collections to meet the research needs and interests of the University Community

**Objective 2a:** Analyze collections

**Tactic:** Determine depth and breadth of existing collections by subject

**Tactic:** Determine target collecting level for each discipline

**Tactic:** Compare our collections to those of peer institutions by discipline

**Tactic:** Review library data points

**Objective 2b:** Address collection needs.

**Tactic:** Collaborate with departments to set realistic goals, priorities, and timelines.

**Tactic:** Review budget allocations to align with collection needs.

**Tactic:** Obtain materials based on the analysis and in accordance with Collection Development and related policies.

**Tactic:** Enhance access by developing consortial relationships and pursuing alternative acquisitions models

**Objective 2c:** Maintain collections

**Tactic:** Conduct periodic inventories and reviews

**Tactic:** Maintain accurate holdings in library systems

**Tactic:** Describe library collections with appropriate metadata

**Tactic:** Regularly review Collection Development and related policies to ensure that they continue to meet the research needs of the University community

**Goal 3:** Enhance library services to support the research activities of the University community.

**Objective 3a:** Enhance research services

**Tactic:** Partner with the Division of Research to support research services

**Tactic:** Identify, evaluate, support research tools

**Tactic:** Investigate the libraries' role in interdisciplinary research

**Objective 3b:** Address researchers' information-related challenges

**Tactic:** Enhance discovery of resources and services by improving website and better integrating resources

**Tactic:** Continually examine, document, and improve Library processes, workflows, and services

**Tactic:** Educate library staff about challenges faced by researchers

**Tactic:** Educate researchers about existing tools and services

**Objective 3c:** Expand Scholarly communication services

**Tactic:** Provide publishing support services

**Tactic:** Educate the campus community about the purpose of the institutional repository and provide training in its use

**Tactic:** Solicit submissions for the Institutional Repository in accordance with established guidelines

**Tactic:** Provide infrastructure for emerging publishing models

## Healthcare Delivery

Partner in mission level goals of clinical care, education, innovation and customer service.

**Goal 1:** Anticipate and accommodate the evolving information needs of our constituents.

**Objective 1a:** Leverage opportunities through the changing healthcare environment

**Tactic:** Become more fully integrated in departmental projects

**Objective 1b:** Partner within the university's community outreach projects to provide quality, vetted information

**Tactic:** Identify key stakeholders to advise of community opportunities

**Objective 1c:** Maintain current knowledge of information technology and advances in health sciences education informatics in order to improve the distribution of information

**Tactic:** Maintain relationships with vendors to capitalize on training opportunities

**Tactic:** Develop a strategy to scan trends within the health information science industry

**Goal 2:** Contribute to the information needs of educators, researchers and healthcare providers

**Objective 2a:** Develop and execute a communication strategy of all educators involved in undergraduate medical education to maintain awareness of changing information needs

**Tactic:** Identify and work with key faculty to create and maintain libguides

**Tactic:** Identify the information needs of all healthcare providers serving as preceptors or clerkship directors

**Tactic:** Collaborate with researchers to address their subject specific information needs

**Objective 2b:** Collaborate with Graduate Medical Education to integrate library resources into resident training and clinical responsibilities

**Tactic:** Partner with faculty to support trainees' development of lifelong information literacy skills

**Goal 3:** Demonstrate the value of library and information services in healthcare

**Objective 3a:** Contribute to evidence based practice in support of high quality patient care

**Tactic:** Seek active roles within our network of healthcare affiliates, both in patient/out patient

**Tactic:** Embed resources where clinicians are so they are available 24/7

**Objective 3b:** Support continual quality assurance

**Tactic:** Seek feedback at point of delivery/service

**Tactic:** Develop a variety of needs assessment tools

**Tactic:** Educate users about the costs and benefits of acquiring the needed information

**Tactic:** Deliver statistics in a dynamic and transparent method

**Objective 3c:** Embed marketing throughout services

**Tactic:** Develop a Rowan University Libraries branding plan

**Goal 4:** Assist academic medical centers in facilitating excellent patient care through continuous education for students, faculty and staff

**Objective 4a:** Contribute to performance improvement and patient safety

**Tactic:** Identify all performance improvement initiatives throughout the institution

**Tactic:** Support a culture of patient safety

**Objective 4b:** Educate healthcare staff and students in the use of information resources

**Tactic:** Confer with faculty and program directors about their needs

**Tactic:** Develop strategies to assist faculty and students to mitigate information overload

**Tactic:** Promote the research process to facilitate critical thinking skills

**Objective 4c:** Educate and assist users in selecting and implementing information delivery options

**Tactic:** Share working knowledge of new information alerting tools

**Objective 4d:** Provide twenty-four hour access to information resources for patient care

**Tactic:** Collaborate with Information Resources & Technology regarding access technology models

**Tactic:** Embed resources at the point of need

# Transforming Ourselves

Encourage a work culture that values collaboration, while at the same time providing professional development opportunities and an environment that fosters creativity, innovation, and unique approaches to processes.

## Goal 1: Promote a work culture that fosters collaboration.

**Objective 1a:** Develop a set of standards for effective interpersonal interaction

**Tactic:** Regularly assess issues related to performance, collegiality and communication

**Tactic:** Provide training in interpersonal communication/team building annually

**Tactic:** Improve reporting mechanism whereby staff can communicate concerns, issues, and ideas

**Objective 1b:** Clearly define shared governance and the role of committees

**Tactic:** Provide a revised statement/policy on shared governance which clarifies who makes decisions in the organization

**Tactic:** Work toward ending the practice of ex officio members having no voting rights

**Tactic:** Committees regularly communicate meeting minutes and allow for feedback and recommendations from all library staff

**Objective 1c:** Engage all staff in discussions and planning decisions

**Tactic:** Hold regular all staff meetings and send notifications regarding any updates/changes that may occur between meetings

**Tactic:** Make staff meetings more meaningful by encouraging staff participation by sharing accomplishments or concerns as well as adding “team building exercises”

**Tactic:** Increase staff participation in library committees across all campuses

## Goal 2: Provide opportunities for professional development

**Objective 2a:** Create a cross-training program

**Tactic:** Hold in-house training sessions presented by staff

**Tactic:** Create an open forum that describes procedures for projects and workflows

**Tactic:** Departments create a flowchart/outline of responsibilities and duties

**Objective 2b:** Share knowledge gained from professional development

**Tactic:** Hold knowledge-transfer sessions for staff

**Tactic:** Encourage and support staff publications and presentations

**Tactic:** Leverage consortia memberships to make best use of shared services and collaborations

**Objective 2c:** Encourage and invest in staff development

**Tactic:** Create a budget for staff development

**Tactic:** Disseminate information regarding professional development opportunities

**Tactic:** Increase participation among all staff in statewide, regional, and national professional organizations

## Goal 3: Explore new approaches and create an environment where innovation and creativity thrive

**Objective 3a:** Ensure all patrons experience continually improved service

**Tactic:** Make decisions based on data, evidence and evolving technology

**Tactic:** Leverage data from regular assessments

**Tactic:** Develop a training plan for staff that focuses on designing best experience for students and faculty

**Objective 3b:** Proactively promote library resources available to students and faculty

**Tactic:** Utilize social media to increase awareness of library services

**Tactic:** Schedule live events and hands-on workshops to students and faculty

**Tactic:** Increase outreach and branding to engage users

**Objective 3c:** Cultivate a welcoming and respectful workplace that is inclusive

**Tactic:** Explore diverse pools for all open positions

**Tactic:** Implement a staff orientation program

**Tactic:** Committee and decision-making group members are selected in a way that accurately reflects the diversity of library staff

## Organizational Success

The libraries participate in the success of Rowan University Objectives by modeling best practices in exploring partnerships, fostering connections and aligning goals.

**Goal 1:** Support, promote, and advance partnerships to facilitate a successful University

**Objective 1a:** Strengthen Rowan University's ties with area feeder schools

**Tactic:** Provide database access and streamline reciprocal borrowing for Rowan Colleges

**Tactic:** Invite librarians from feeder schools for regularly scheduled programming and events

**Tactic:** Offer orientation sessions for the various feeder programs.

**Objective 1b:** Explore partnerships with local libraries, museums, and historical societies and other holders of historical collections.

**Tactic:** Generate innovative ideas, drive grant funding, and lower costs

**Tactic:** Expand, consolidate, and/or centralize collections of regional history and artifacts

**Goal 2:** Advance Rowan University as a repository for unique and local collections

**Objective 2a:** Improve the understanding and appreciation of scholarly and digital communications

**Tactic:** Develop programming and resources to communicate best practices for scholarly work

**Tactic:** Seek opportunities to promote Rowan scholarship and creative activities

**Tactic:** Implement plans to create digital collections and increase their use

**Tactic:** Implement an online digital archive system with the capability to create online exhibits

**Objective 2b:** Enhance services and accessibility of special collections

**Tactic:** Evaluate current collection and determine level of priority and importance

**Tactic:** Determine gaps, needs, opportunities in relation to local community and campus academics

**Tactic:** Determine costs for increased services and sustainability of services

**Tactic:** Implement strategies for wider use of special collections resources

**Objective 2c:** Create on-campus and off-campus outreach programs and marketing plans

**Tactic:** Identify and determine how to best reach target audiences

**Tactic:** Develop methods and media to promote Rowan University Library collections

**Goal 3:** Increase affordability through centralized acquisition and management of library and information resources

**Objective 3a:** Maximize cost savings for library resources/services

**Tactic:** Identify and purchase discounted resources/services through consortial agreements and special offers with publishers

**Objective 3b:** Provide affordable alternatives for students and faculty related to information resources, technology and professional assistance

**Tactic:** Implement Open Education Resources initiatives

**Tactic:** Promote the use of print course reserve materials

**Tactic:** Continue to purchase and circulate equipment to faculty, staff and students

**Tactic:** Continue to purchase and provide access to assistive technologies

**Goal 4:** Attract funding opportunities to support Rowan University Libraries

**Objective 4a:** Identify and pursue grant opportunities.

**Tactic:** Develop partnerships with students, faculty, and staff to pursue collaborative grants

**Tactic:** Partner with Division of University Research to identify opportunities

**Tactic:** Participate with public and private organizations for grants

**Objective 4b:** Explore philanthropic connections

**Tactic:** Collaborate with Office of Advancement and the Office of Alumni Relations

**Tactic:** Build a culture and reputation of excellence

**Tactic:** Identify naming opportunities

**Goal 5:** Demonstrate the value of Rowan University Libraries on its campuses

**Objective 5a:** Define and promote the role of information professionals as fundamental to the success of organizations

**Tactic:** Educate decision makers on the strategic importance that information professionals play in the organization's mission and financial health

**Tactic:** Develop the means to demonstrate the value of information professionals to Rowan organizations

**Tactic:** Publicize the role and value of information professionals as innovative, proactive leaders

**Objective 5b:** Involve Rowan University Libraries with campus functions

**Tactic:** Increase staff attendance at campus events as Library representatives

**Tactic:** Co-sponsor more campus events and programs

**Tactic:** Offer more programming within Rowan University Libraries buildings

**Tactic:** Increase participation and advocacy in University Committees

**Tactic:** Seek out and develop new partnerships, and strengthen existing ones, with organizations internal and external to Rowan University.