STRATEGIC PLAN  
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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.

**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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1. 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.