# S. C. Williams Library Strategic Plan, 2010-2013

# July 2010

## *Introduction*

We have accomplished most of the strategic goals set forth in our last strategic plan of 2007. However, we were unable to make significant progress towards those strategic goals, which addressed the acquisition of some major resources and the renovation of the study space.

To design the new strategic plan and focus on our users' needs and priorities, a short survey was sent to members of the community and we held a work session where faculty, students, administrators and staff were invited to share with us their concerns, ideas and vision of the library. The outcome of the previous plan, the current learning styles, and the impact of mobile devices also played a key role in the design of this strategic plan.

## *Mission*

To advance learning and research at Stevens as the intellectual, cultural and social center for information discovery.

## *Vision*

The Library will actively partner to create services for on-campus and distance learners through:

- Intuitive access
- Mobile services
- Engaging and enjoyable learning experiences
- Vibrant facilities for study and research

## *Values*

Flexible. Resourceful. Adaptive.

## Core Goals

ACQUIRE: Select and acquire relevant, vital resources that support the multidisciplinary curriculum and research needs

*Alignment with Stevens Goals: CG1, CG3*

TEACH: Teach research and technical skills to promote competent and ethical information use

*Alignment with Stevens Goal: CG2, CG3*

SPACE: Repurpose the physical space to make it more conducive to individual work and team collaboration by leveraging current technologies and taking into consideration the diverse study behaviors. Expand the virtual learning space where users can find and access the library collections and services from anywhere.

*Alignment with Stevens Goals: CG2, SG4*

## Strategic Goals

1. Provide easy access to scholarly and authoritative information resources.

    *Alignment with Stevens Goals: CG1, SG1, SG4*

2. Create unique digital collections with global reach.

    *Alignment with Stevens Goals: CG3, SG1*

3. Provide effective support for faculty research and academic programs.

    *Alignment with Stevens Goals: CG3, SG1*

4. Provide dynamic and technology-advanced physical spaces.

    *Alignment with Stevens Goals: CG2, SG4*

## *Strategic Priorities*

### 1. Provide easy access to scholarly and authoritative information resources.

A.  Provide a Google-like search experience for library users with one search box.

> *Person Responsible: Barbara Arnett*

B.  Implement access to services and resources via mobile devices.

> *Person Responsible: Barbara Arnett*

C.  Increase engagement with distance learners using Blackboard and social media.

> *Persons responsible: Valerie Forrestal and Linda Beninghove*

D.  Accelerate the shift to electronic formats – eBooks, theses and journals.

> *Person responsible: Scott Smith and Mary Ellen Valverde*

E.  Partner with faculty and students to create a more interactive information literacy experience.

> *Persons responsible: Linda Beninghove*

### 2. Create unique digital collections with global reach.

A.  Digitize and make fully accessible at least 50% of the F.W. Taylor collection by 2013.

> *Person responsible: Adam Winger*

B.  Digitize and make fully accessible 25% of the Stevens photographic collection.

> *Person responsible: Adam Winger*

C.  Digitize and make fully accessible the *Stute*.

> *Person responsible: Adam Winger*

### 3. Provide effective support for faculty research and academic programs.

A. Partner with faculty to develop a new strategy to provide information resources for faculty research.

*Person responsible: Ourida Oubraham*

B. Partner with faculty to produce customized library instruction through Blackboard or other applications.

*Persons responsible: Linda Beninghove and Valerie Forrestal*

C. Analyze collections in relation to Institute research thrust areas to document collection adequacy and significant gaps.

*Persons responsible:  Scott Smith and Mary Ellen Valverde*

D. Analyze and distribute collection analysis in support of new academic programs.

*Persons responsible: Scott Smith and Mary Ellen Valverde*

### 4. Provide dynamic and technology-advanced physical spaces

A. Forge a campus-wide partnership to establish an information commons to meet the needs of today's students:

1. *Flexible, ergonomic and inviting designs*
2. *Modern technologies to support learning and rich media presentations*
3. *Collaborative and presentation spaces*

*Person responsible: Ourida Oubraham*

B. Create collaborative and quiet spaces throughout the library.

*Person responsible: Ourida Oubraham*

# Metrics

| 1. Provide easy access to scholarly and authoritative information resources. | |
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| **Objective** | **Basis for Success Metrics** |
| A-Provide a Google-like search experience for library users with one search box.<br><br>*PR: Barbara Arnett* | • **Rate of adoption**<br>One year from implementation, usage statistics show that the "one search" has increased number of hits to library resources compared to the rate prior to implementation of "one search".<br>• **User satisfaction**<br>User surveys demonstrate 70% satisfaction in Year 1 and 90% satisfaction in Year 2 of the "one search" tool. |
| B-Implement access to services and resources via mobile devices.<br><br>*PR: Barbara Arnett* | • **Comparative usability testing**<br>Usability testing demonstrates that users on mobile devices are accessing the library resources and services. The first year data will serve as a base line.<br>• **User satisfaction**<br>User surveys demonstrate 80% satisfaction in Year 1 and 90% satisfaction in Year 2 of the implementation of mobile services.<br>• **Comparative usage statistics**<br>Usage statistics demonstrate a sustained increase in use of the library's mobile services that is commensurate with user statistics by other institutions for access via mobile devices (if data from other institution is available) |
| C-Increase engagement with distance learners using Blackboard and social media.<br><br>*PR: Linda Beninghove & Valerie Forrestal* | • **Rate of adoption – friends, fans and followers**<br>The library's social media presence achieves a follower/fan base of 20% of the Stevens community in Year 1 and 40% in Year 2.<br>• **Blackboard integration**<br>The library has a growing presence in Blackboard courses: 25% of all courses in Year 1, 50% in Year 2 and 75% in Year 3.<br>• **User satisfaction**<br>User surveys and ratings demonstrate 80% satisfaction in Year 1 and 90% satisfaction in Year 2 of Library-Blackboard integration.<br>• **Usage statistics, Web analytics**<br>Usage statistics demonstrate a 20% click-rate on library resources embedded into Blackboard. |

| 1. Provide easy access to scholarly and authoritative information resources. | |
|---|---|
| **Objective** | **Basis for Success Metrics** |
| D-Accelerate the shift to electronic formats<br><br>*PR: Scott Smith* | • **Collection development statistics by format**<br>The growth of expenditures for electronic books represent a significant increase and percentage of funds spent on books overall. [Note: the library needs to create baseline data here to set a specific target.]<br>• **Comparative cost-per-use data**<br>Cost-per-use analysis demonstrates that ebooks are more cost-effective on a per-use than comparable circulating print books. [Note: the library may wish to consider purchasing a sample of books in both formats to determine the number of uses and cost per use per book to conduct this analysis.]<br>• **User satisfaction**<br>User surveys demonstrate with the library's ebook collection, with 80% satisfied in Year 1 and 90% satisfied in Year 2. |
| E-Partner with faculty and students to create a more interactive information literacy experience.<br><br>*PR: Linda Beninghove* | • **Course evaluations**<br>End of the semester course evaluations demonstrate a high impact on courses receiving direct attention from a librarian<br>• **Faculty ratings**<br>90% of faculty members report a positive impact on student research quality as a result of library involvement in courses. |

| 2. Create unique digital collections with global reach. | |
|---|---|
| **Objective** | **Basis for Success Metrics** |
| A-Digitize and make fully accessible the F.W. Taylor collection.<br><br>*PR: Adam Winger* | • **Usage statistics, Web analytics**<br>Compared to baseline data the Library establishes in Year 1, usage of each collection will increase by at least 20% each succeeding year.<br>• **Citation statistics**<br>[Note: there is no established "impact factor" standard for digital objects. The library will need to establish baseline data in Year 1 and set clear goals to measure the impact of these collections on scholarship.]<br>• **Funding**<br>The library will explore grant opportunities and apply for grants. |
| B-Digitize and make fully accessible 25% of the Stevens photographic collection.<br><br>*PR: Adam Winger* | |
| C-Digitize and make fully accessible the *Stute*<br><br>*PR: Adam Winger* | |

| 3. Provide effective support for faculty research and academic programs. | |
|---|---|
| **Objective** | **Basis for Success Metrics** |
| A-Partner with faculty to develop a new strategy to provide information resources for faculty research.<br><br>*PR: Ourida Oubraham and Library Committee and Mary Ellen Valverde* | • **Faculty participation**<br>Faculty participation of at least 50% in the creation of a new strategy and action plan by the end of Year 1.<br>• **Faculty satisfaction**<br>Surveys demonstrate 75% satisfaction in Year 1 and 80% satisfaction in Year 2 and 90% in year 3 with information resources and interlibrary loan requests to support faculty research.<br>• **Faculty requests**<br>Interlibrary loan requests data to support faculty research gathers (filled and unfilled by format and subject area) that supports an ongoing analysis of collection strengths, with appropriate changes made to adjust collection development. |
| B-Analyze collections in relation to Institute research thrust areas to document collection adequacy and significant gaps.<br><br>*PR: Scott Smith and Mary Ellen Valverde* | • **Faculty participation**<br>Faculty members participate in the collection analysis project.<br>• **Faculty satisfaction**<br>80% of faculty members support the findings of the collection analysis project.<br>• **Interlibrary loan requests**<br>Interlibrary loan requests data on Institute research thrust areas (filled and unfilled by format and thrust areas) support an ongoing analysis of collection strengths, with appropriate changes made to adjust collection development. |
| C-Distribute collection analysis in support of new academic programs.<br><br>*PR: Scott Smith and Mary Ellen Valverde* | • Faculty participate in the collection analysis<br>• **Faculty satisfaction**<br>80% of faculty members support the findings of the collection analysis project.<br>• **Interlibrary loan requests**<br>The library regularly monitors interlibrary loan requests in Institute research thrust areas – filled and unfilled by format and thrust area – to support ongoing analysis of collection strengths and to inform collection development. |

| **4. Provide dynamic and technology-advanced physical spaces.** | |
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| **Objective** | **Basis for Success Metrics** |
| A-Forge a campus-wide partnership to establish an information commons to meet the needs of today's students.<br><br>*PR: Ourida Oubraham* | • **Facility and equipment use and capacity**<br>Systematic measurement of equipment and room use demonstrates use at 80% capacity during peak hours and standing lines (queues) below 20% at peak hours.<br>• **User satisfaction**<br>User surveys demonstrate 80% satisfaction in Year 1 and 90% satisfaction in Year 2 with the new information commons.<br>• **Funding**<br>The library will make every efforts to secure funding to complete the information commons by the end of Year 3. |
| B-Create collaborative and quiet spaces throughout the library.<br><br>*PR: Ourida Oubraham* | • **Facility and equipment use and capacity**<br>Systematic measurement of equipment and room use demonstrates usage at 80% capacity during peak hours and standing lines below 20% at peak hours.  The library may wish to use scheduling software to facilitate use of spaces and data collection.<br>• **User satisfaction**<br>User surveys demonstrate 80% satisfaction in Year 1 and 90% satisfaction in Year 2 with the collaborative spaces.  Students demonstrate increased satisfaction with the availability of quiet study spaces – 80% in Year 1. |

## *Internal Strategic Priorities*

1. **Branding and advocacy**

2. **Fundraising**
   Increased grants activity and stronger partnership with Advancement to identify private donors and for library campaigns

3. **Partnerships**
   Increased partnerships and collaboration with internal departments to facilitate strategic priorities