

IUP LIBRARIES ROAD MAP

2016-2021

Executive Summary

The strategies outlined in this document are aligned with the University's 2015-2020 Strategic Plan, the Keystone Library Network Road Map and the IUP Libraries 2015 Program Review. Collectively the six goals or key areas of focus represent significant opportunities to enhance and promote service offerings, enrich the learning environment, refine instruction and reference services, all while attending to the libraries most valued resource; its personnel.

IUP Libraries' collections must encompass the past but also look toward the future in order to support the information needs of the University in its mission as a Doctoral/Research University [DRU] in the 21st Century. The collections, both physical and in electronic format, must be modern, relevant and responsive to faculty and students of traditional and new academic programs, supporting traditional podium classes along with online and distance education learning initiatives. Effective collection development, recognizing the individual programmatic needs of each department and discipline, must be attained through effective interaction with teaching faculty. Moreover, this has to be complimented with sound funding sources, this must be a priority, particularly as the Libraries move from the traditional model of ownership of information to the new access of information model. Central to building the collections is the need to investigate, implement and maintain appropriate, modern access tools to provide access to subscribed, owned and created content. Finally, the Libraries must cultivate a culture of assessment within the collection development process to ensure responsiveness for both the teaching and research needs of all our constituencies.

Because ongoing assessment is crucial to all aspects of library operations, but especially in evaluating existing and new services that will ensure relevancy to the University's academic needs and which support of student success, the IUP Libraries endeavors to create an environment where assessment is a cultural cornerstone for all library operations, embedded in all aspects of our work. Establishing this "culture of assessment" will be achieved by engaging library personnel and the University community, identifying assessment priorities, and adopting best practices in library services and programs assessment, thereby propelling the library's services and performance to new levels of efficiency and excellence.

We seek to create an environment where every all library employees can rise to their highest potential. Professional development will help library employees better fulfill their role of supporting IUP's mission of teaching, scholarship and research. To accomplish the goal of creating an environment where professional development is both valued and encouraged, the library as a whole must be supportive of library employees' professional and development goals. Tactics to meet this strategy include supporting personnel participation in conferences, workshops, and seminars; collaboration in publishing initiatives and presentations at the local, state and national level; visiting other the academic libraries of other institutions to observe

and learn about how operations are different and how new trends in academic libraries are being implemented; auditing courses at IUP; and attending grant writing workshops.

Funding is necessary for professional development to occur. Therefore, the second strategy is to seek external funding streams and opportunities that will support and professional development and scholarship of the Libraries' employees.

Information literacy is an essential part of a 21st century education and is a complex mixture of practical and analytical skills that carry over from the academic setting into professional and personal life. The library is committed to developing a robust information literacy instruction program that addresses the needs of IUP's diverse user communities and creates informed, empowered, and responsible learners across multiple campuses and online. The program's mission is to empower learners to use information critically in order to learn and to create new knowledge, fostering academic, personal, and professional success. To achieve this mission, the library's information literacy instruction program will continue to promote high-value, evidence-based practices in both credit-bearing and non-credit information literacy instruction and will work in creating synergies with academic departments and teaching faculty to integrate this instruction throughout the University's curriculum and the larger community.

The IUP Libraries are faced with a growing challenge from within, and from outside University units and divisions, on how to most efficiently use of library physical space for its services and programs, and to support the University's needs of additional space and using this space for purposes outside the "traditional" considerations of an academic library. Where collections dominated space in the past, new demands like new trends in student study habits and needs, the hosting of cultural events, and collaborations with other University divisions and units, now are central in library space discussions. As we develop our strategic plan, the allocation of library space for both crucial library functions (such as collections, public services, cataloging, and so forth), as well as to new functions (such as writing centers, tutoring hubs, or the nascent Academic Success Center) compels us to establish a framework for interacting with individuals within the library and other academic and student services divisions and University administration.

IUP Libraries will create a unified marketing and outreach program which will share the value and contributions of the IUP Libraries towards student success, academic excellence and the research mission of the University. The marketing and outreach program will be led by a marketing committee charged with the development of the overall marketing, outreach and library advocacy plan which will include collaboration with the University's Office of Communications and Marketing and input and buy-in from all library personnel. The committee will assess the institution's general awareness of the library resources and services through interviews, focus groups, and surveys and develop targeted educational promotional materials such as video tutorials, public relations events, and print materials in addition to developing activities, like workshops and promotional and outreach events to showcase library services. Documentation of marketing, advocacy and outreach activities pursued by individual library departments and University entities will improve communication between these entities and facilitate a streamlined marketing and outreach effort.

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GOAL # 1: Develop, enhance and manage library collections that are modern, relevant, and responsive to the needs of our users, focusing on existing and new academic programs in support of the academic and research mission of IUP. Collections (both electronic and print) should be geared towards supporting IUP's Carnegie Classification of a Doctoral/Research University.

Strategy 1.1: Secure appropriate funding to maintain and enhance responsive library collections and resources.

- **Tactic 1.1.1:** Review and prioritize expenses of existing collections based on accreditation standards, departmental needs for teaching and research.
- **Tactic 1.1.2:** Promote the need for additional funding to support new academic programs such as upcoming PhD in Ed. Psych, Public Health, Digital Science & Security, Environmental Engineering and new the continuing education initiatives, in order to provide access to collections adequate in quality, depth, format and currency.

Strategy 2: Create a more granular process for collection development, which recognizes the programmatic needs of each department and discipline.

- **Tactic 1.2.1:** Develop a collection management strategy to compile the appropriate information from Interlibrary Loans, Instruction, bibliographers and teaching faculty so that this can be the main driver for collection development decision-making.
- **Tactic 1.2.2:** Rework current allocation formulas to include usage metrics and discipline specific format biases.
- **Tactic 1.2.3:** Broaden funding allocations formulas to include all physical and electronic formats: monographs, journal, video and database content.
- **Tactic 1.2.4:** Investigate alternate methods of acquiring content including gratis (Open Access, at times), and consortial collection building.
- **Tactic 1.2.6:** Develop an evidence-based collection maintenance and development processes which will include input from Collection Development, Acquisitions, Cataloging, ILL, Liaison Program, Instruction, and Circulation units in order to build and maintain the most academically sound and program responsive collections possible.

Strategy 1.3: Develop a more responsive culture of collection development and management which balances access vs. ownership of information, which will help the selection of the most appropriate paradigm to support specific academic programs, distance education initiatives and the research components of the University's mission.

- **Tactic 1.3.1:** Reinvigorate the Liaison program by aggressively cultivating existing and new synergies between departmental liaisons and library bibliographers with the intent of promoting a more engaging and collaborative relationships which will enhance and streamline the collection development process.

Strategy 1.4: Create an active methodology to assess and maintain an up-to-date and academically-grounded collection, which is focused and responsive to current and new university initiatives and departmental/programmatic needs in order to build and maintain a responsive collection for teaching and research.

- **Tactic 1.4.1:** Evaluate the Libraries' print collection based on SCS Services data so that a necessary weeding project is data-driven, based on departmental monographic needs including disciplinary preferences, research needs and delivery options, national, local consortia and peer institution holdings, and standardized lists built in consultation with subject bibliographers and outside faculty as available.
- **Tactic 1.4.2:** Institute an ongoing weeding process of the print collections based on evidence-based departmental requirements for research and pedagogy along with usage metrics.
- **Tactic 1.4.3:** Eliminate print journal holdings based on perpetual availability through electronic holdings or consortial holdings but with consideration of intrinsic value of print format for historic value and unique titles. [JSTOR, IOP, ACS, APA, etc.].

Strategy 1.5: Investigate, implement and maintain appropriate modern access tools in order to facilitate access to information resources in support of the information needs of the University. These tools will help users readily discover information in all formats through the effective use of organization of information. These tools must also be publicized to the entire University community to reap the benefits of these technological advances.

- **Tactic 1.5.1:** Plan for the migration of a clean, up-to-date Voyager library services platform (LSP) to ALMA, a next generation LSP with its associated discovery service PRIMO to ensure access to local holdings.
- **Tactic 1.5.2:** Conduct introductory sessions on new ALMA and PRIMO systems to familiarize all library users with the new systems.
- **Tactic 1.5.3:** Update OCLC holdings to reflect current local holdings data through OCLC reclamation project and OCLC LHRUS project for serials to support patron access and help streamline ILL processes.

Strategy 1.6: Build a process to insure maintenance and preservation of all collections both physical and electronic.

- **Tactic 1.6.1:** Investigate alternative storage possibilities either in compact shelving in the main campus library buildings, remote storage on our campus, or through consortial or third party implementations.

- **Tactic 1.6.2:** Investigate and participate in collaborative collection maintenance initiatives in PASSHE, PALCI and other local and national endeavors [Hathi Trust, Portico, PALCI Distributive Archive, etc.]

Strategy 1.7: Cultivate a culture of assessment and evaluation of all collections in relation to departmental and programmatic needs to build and maintain a responsive collection for teaching and research.

- **Tactic 1.7.1:** Investigate new assessment reporting capabilities of the ALMA LSP.
- **Tactic 1.7.2:** Use Serials Solutions ERM and Counter capabilities to justify electronic collections.
- **Tactic 1.7.3:** Evaluate allocation formula and budgetary commitments based on evidence gathered through ALMA, ILLIAD, EZ-Borrow [PALCI] and Serials Solutions reporting.
- **Tactic 1.7.4:** Enhance our ability to provide relevant and appropriate collections through active marketing and outreach that provide feedback on clientele needs and desires through initiatives like, Liaison Luncheons and other liaison interactions, Surveys, Expos and Summits, and other initiatives.

GOAL # 2: Enhance performance and value of library collections, programs and services through ongoing comprehensive assessment program of the Libraries' resources and services.

Strategy 2.1: Develop and enhance the performance of library services and collections.

Tactic 2.1.1: Conduct a gap and workflow analysis (where appropriate) within each library unit/department.

Tactic 2.1.2: Research and establish best-practice quantitative metrics for core library programs and services.

Tactic 2.1.3: Develop appropriate assessment management tools for IUP Libraries services and programs.

Tactic 2.1.4: Continue the use of survey and focus groups to understand user satisfaction and their needs for current and new library services and programs.

Strategy 2.2: Enhance the current set of assessment tools evaluating library programs, and services to provide our stakeholders with a better understanding of the libraries intrinsic value.

Tactic 2.2.1: Engage with students to discuss this feedback regarding library services and programs in order to obtain information for potential new services and collections which will fit emerging academic needs.

Tactic 2.2.2: Engage the University faculty to discuss the value of library offerings, partnering to identify new programs, services, and collections that meet their academic and research needs.

Tactic 2.2.3: Before embarking on a major library program or service initiative, all library personnel should meet with project designee(s) to hear details and ask questions to help inform the process.

Strategy 2.3: Expand the conversation of the culture of assessment with library personnel.

Tactic 2.3.1: Facilitate assessment training workshops for library personnel at least once a year (speakers, webinars and participation with university events related to assessment).

Tactic 2.3.2: Establish, a once per semester, meeting for library personnel to converse and share with one another progress of assessment in his or her own duties or responsibilities or as part of a department and to share new trends in academic librarianship and faculty research.

Strategy 2.4: Engage library personnel in identifying assessment priorities to prepare/plan for the future.

Tactic 2.4.1: Create, on an annual basis, a survey instrument of the top three potential areas of focus for all personnel to prioritize assessment initiatives.

Tactic 2.4.2: Facilitate breakout by group/operational area to discuss/review the implementation of assessment priorities.

GOAL # 3: IUP Libraries seek to encourage an environment where professional development is valued and library employees are supported in achieving their professional development goals.

Strategy 3.1: Support library employees' professional development goals.

- **Tactic 3.1.1:** Participating in local, regional and national conferences, workshops and seminars.
- **Tactic 3.1.2:** Collaborating with University faculty in publishing initiatives, and local, state and national presentations at conferences, symposia, workshops, etc.
- **Tactic 3.1.3:** Participating in online workshops and seminars offered by professional organizations.
- **Tactic 3.1.4:** Visiting libraries of other academic institutions to observe and learn about new trends in academic libraries how are they being implemented.
- **Tactic 3.1.5:** Enrolling in free massive online open courses (MOOCs), enrolling in credited courses at IUP, or auditing courses that are of interest to the individual employee.
- **Tactic 3.1.6:** Attending grant writing workshops.

Strategy 2: Seek external funding streams and opportunities that support and enhance professional development and the scholarship of the Libraries' staff and faculty.

- **Tactic 3.2.1:** Assist library employees in obtaining grant money to participate in conferences, workshops and continuing education.
- **Tactic 3.2.2:** Establish an IUP Foundation account for library personnel's professional development.
- **Tactic 3.2.3:** Adapt employee schedules to facilitate attendance at workshops, seminars, and classes.
- **Tactic 3.2.4:** Continue regular internal workshops and clinics on practical topics dealing with the evolving trends in academic libraries.

GOAL # 4: Enhance the Libraries' instructional initiatives by developing a robust Information Literacy program which addresses the specific information literacy needs of academic departments, the IUP community and the Indiana community at large.

Strategy 4.1: Examine and promote current high value evidence-based practices in information literacy instruction.

- **Tactic 4.1.1:** Provide opportunities for instruction librarians to learn best practices in instruction from each other and through professional development.
- **Tactic 4.1.2:** Develop a standard library instruction course assessment tool.

Strategy 4.2: Promote integrated information literacy strategies to academic departments.

- **Tactic 4.2.1:** Strengthen relationships with departments in which in-residence librarian presence can have the greatest impact on student success.
- **Tactic 4.2.2:** Consult with department chairs and faculty to identify specific needs and to conceptualize integration methods.
- **Tactic 4.2.3:** Explore the potential benefits and challenges of large scale information literacy curriculum integration.

Strategy 4.3: Examine current distance education library support, and enhance this where appropriate and need it.

- **Tactic 4.3.1:** Communicate with departments currently offering completely online programs about library needs.

Strategy 4.4: Explore opportunities for community focused information literacy instruction in collaboration with local agencies.

- **Tactic 4.4.1:** Explore the potential for offering continuing education courses dealing with information literacy and community issues.

GOAL # 5: Use a data-drive approach to evaluate and balance library space requirements to support existing and new trends in academic libraries use to better support the academic success of our student population and our research mission.

Strategy 5.1: Evaluate and assess library space in order to maximize student success and meet the needs of the 21st century academic library.

- **Tactic 5.1.1:** Merge Circulation Desk and Media Desk to provide a unified service point.
- **Tactic 5.1.2:** Improve media access and delivery.
- **Tactic 5.1.3:** Cross-train circulation and media student workers.

Strategy 5.2: Expand technology space to improve efficiencies with the Libraries' technology operation and enhance support for 24/5 hours schedule.

- **Tactic 5.2.1:** Expand the geography of the helpdesk area to include inventory and repair.
- **Tactic 5.2.2:** Reduce footprint of graphic services.
- **Tactic 5.2.3:** Explore new spatial configuration(s) of the digitization center to enhance the services provided by this unit.

Strategy 5.3: Create additional instructional space within the Stapleton/Stabley main campus library buildings.

- **Tactic 5.3.1:** Reduce footprint of the current reference stacks.
- **Tactic 5.3.2:** Create up to 4 multipurpose spaces to be located on the 1st floor Stapleton.

Strategy 5.4: Create flexible and dynamic, multi-purpose spaces within the main campus Stapleton/Stabley buildings to promote new collaborations with other student success University-wide initiatives while strengthening existing ones.

- **Tactic 5.4.1:** Reduce footprint of current back stacks.
- **Tactic 5.4.2:** Reduce footprint of Government Documents stacks.
- **Tactic 5.4.3:** Relocate to microforms collections to current "back stacks" space.
- **Tactic 5.4.4:** Create new student study area in front portion of current back stack area.

Strategy 5.6: Create an adequate space within the main campus library buildings to house the Center for Teaching Excellence.

- **Tactic 5.6.1:** Identify space within the main campus library buildings to meet needs of CTE and collaboration between Technology Services and Reference/Instruction units.
- **Tactic 5.6.2:** Identify classroom space in the library that can be shared by the CTE and Library faculty.

Strategy 5.7: Develop a framework for evaluating library space planning space allocation and use.

- **Tactic 5.7.1:** Establish a Library Space Steering Committee (LSSC) to advise library administration.
- **Tactic 5.7.2:** Secure partnerships with and representation on University-level space and facilities committees.
- **Tactic 5.7.3:** Ensure that the Library’s primary mission as an academic space is clear, concise, and strongly promoted, in order to inform future requests for library space.
- **Tactic 5.7.4:** Research library space planning procedures (both practical and “blue sky”) in peer and aspirational institutions.
- **Tactic 5.7.5:** Identify critical information required to evaluate any request for space (internal or external) and what repercussions will have on library operations and its academic mission.
- **Tactic 5.7.6:** Integrate existing space policy (e.g., classrooms / study rooms) with new policies addressing long-term or permanent space use.
- **Tactic 5.7.7:** Explore possibilities of reconfiguring the library space at the Punxsutawney campus in order to provide more study space for the student body of this regional campus.

GOAL # 6: Create a unified marketing and outreach Libraries’ program which will communicate the value and contributions of the IUP Libraries to student success, academic excellence and the research mission of the University

Strategy 6.1: Establish a marketing/outreach/advocacy committee charged with development of the overall marketing, library advocacy and outreach plans.

- **Tactic 6.1.1:** Investigate collaboration opportunities with University marketing personnel as providers of expertise in marketing and branding.
- **Tactic 6.1.2:** Seek input and buy-in from all library personnel in the development and execution of the marketing and branding scheme.

Strategy 6.2: Develop a coordinated outreach program to keep the University Community alert to library resources, services and programs.

- **Tactic 6.2.1:** Assess general awareness of library resources and services on a regular basis through interviews, focus groups, and surveys.
- **Tactic 6.2.2:** Continue and expand upon efforts to engage with the University community through advisory groups and other mechanisms to gather relevant information on users’ needs and desires relating to the libraries services and programs.
- **Tactic 6.2.3:** Identify target audiences to whom library services can be emphasized in outreach and marketing efforts.

- **Tactic 6.2.4:** Develop activities (e.g., workshops, promotional and outreach events) to showcase library services, programs and their value to the University community.

Strategy 6.3: Improve communication regarding marketing efforts amongst library personnel as well as with the University community.

- **Tactic 6.3.1:** Define methods to better document the activities of the marketing/outreach/advocacy committee within the library.
- **Tactic 6.2.2:** Explore methods to record marketing, outreach and advocacy activities pursued by individual library departments and University entities that are not related to the central marketing effort, but do contribute to overall awareness of library resources, services, and spaces.