

Strategic Goals 2019-2022

STUDENT LEARNING

Strategic Goal 1: AVGC Library partners in the educational mission of the institution to develop and support information-literacy learners who can discover, access and use information effectively for academic success, research and lifelong learning. (ACRL Standard 3)

Objective 1A: Create a scalable, sustainable, and technology-enhanced information literacy library instruction program that achieves stated student learning outcomes for the undergraduate and graduate student populations and aligns with the ACRL Framework.

Strategic Initiative 1A1: Complete the development of information literacy student learning outcomes for undergraduates. A similar process for graduate student learning outcomes will be undertaken.

Strategic Initiative 1A2: Align the information literacy program with and support the learning objectives of the new Liberal Arts and Sciences Program revision.

Strategic Initiative 1A3: Support the growing population of online learners and graduate students by adapting/creating the information literacy program to meet their needs.

Strategic Initiative 1A4: Create and implement a sustainable assessment approach of the information literacy program.

Objective 1B: Continue to support all students, whether graduate or undergraduate, online or on campus, in their research through one-on-one assistance through multiple platforms while also leveraging the use of technologies to meet students' needs.

Strategic Initiative 1B1: Continue the creation, updation and promotion of online research guides.

Strategic Initiative 1B2: Create and implement learning objects and tutorials, preferable for at point of need.

Objective 1C: Increase the use of Archives and Special Collections materials in the undergraduate and graduate curriculum.

Strategic Initiative 1C1: Increase partnerships between faculty and the Archivist to incorporate the use of archives and special collections into courses and assignments.

Strategic Initiative 1C2: Increase the number of students (undergraduate and graduate) working in the Archives and Special Collections. Identify and secure sustainable funding to establish paid student internships.

University Plan Goal 1: Strengthen Academic Programs.

Academic Affairs Goals: Implement LA&S program revision; Expand online programs in undergraduate and graduate areas.

FACULTY PARTNERSHIPS

Strategic Goal 2: AVGC Library is the intellectual commons of FSU where faculty interact with ideas in physical and virtual spaces to expand learning and the creation of knowledge. (ACRL Standards 6.4 and 3.5)

Objective 2A: Faculty seek the expertise of librarians in further developing their scholarship.

Strategic Initiative 2A1: Collaboratively explore the current faculty liaison program in order to deepen relationships between faculty and librarians, including gathering faculty input and identifying best practices of engagement. (See 2C1 below)

Objective 2B: AVGC Library is a vital University partner in supporting and promoting faculty scholarship.

Strategic Initiative 2B1: Increase visibility of Fitchburg faculty's scholarship by creating a series of recurring promotional displays of faculty work, both digitally and physically.

Strategic Initiative 2B2: Work to deepen our relationship with the Center for Faculty Scholarship; maintain library representation on CFS advisory board.

Objective 2C: Faculty seek the expertise of librarians and partner with them to increase their students' information literacy skills.

Strategic Initiative 2C1: Collaboratively explore the current faculty liaison program to support student learning, including gathering faculty input and identifying best practices of engagement. (See 2A1 above)

Strategic Initiative 2C2: Collaborate with faculty and with each other to embed information literacy learning outcomes into curricula, courses and assignments.

Objective 2D: Support innovative faculty projects that align with Library's mission.

Strategic Initiative 2D1: Strategically select and support innovative projects that would benefit from the library staff's expertise and the library's place as a central and interdisciplinary hub, such as digital humanities.

Strategic Initiative 2D2: Collaborate with faculty to explore solutions to digital scholarship concerns and leverage the library's expertise to support new areas in faculty scholarship.

University Plan Goal 1: Strengthen Academic Programs.

Academic Affairs Goals: Facilitate, strengthen and encourage faculty scholarship; Faculty Development in course design and innovative teaching

COLLECTIONS

Strategic Goal 3: AVGC Library provides access to quality collections to support the University's research and teaching mission and enables our users to discover information in all formats through effective use of technology and organization of information. (ACRL Standard 4)

Objective 3A: Evaluate integrated library systems that supports students in their learning and faculty in their research, while considering financial parameters, user experience, technological innovation and staff work flows and skills.

Strategic Initiative 3A1: Explore and make decisions during a yearlong process of exploration run by the Technical Services Department on the potential selection of a new integrated library system. (Decision of vendor to be made by May 2020 (HELM date)).

Strategic Initiative 3A2: Implement system decision by June 2021, if needed.

Objective 3B: Provide access to library materials in the format desired by students, faculty, and staff through a variety of delivery channels available to a 21st century library.

Strategic Initiative 3B1: Continue to explore and implement new models of acquisitions, including patron-driven acquisitions.

Strategic Initiative 3B2: Update the collection policy, with continuing consideration of sustainable models of collection development, the changing information environment, and our users' research practices and have it align with curricular and research needs.

Note: See "Strategic Initiative 6A3: Employ data driven decision making when purchasing library resources."

Objective 3C: Lead the OER initiative on campus. Faculty seek the expertise of librarians on the use of library resources and OER in course and assignment development. (ACRL Standard 4)

Strategic Initiative 3C1: Continue to develop practices and employ models that support open access textbooks and materials, and leverage digital purchases within financial limitations.

Strategic Initiative 3C2: Create a *Roadmap for OER* adoption (3-year plan) for review by OER MSCA Task Force. Librarian to lead OER MSCA committee.

Strategic Initiative 3C3: Hold workshops and one-on one meetings by librarians with faculty to support the adoption, adaption and creations of OER materials.

Strategic Initiative 3C4: Explore a digital infrastructure for OER, including a possible collaboration with other MA higher education institutions.

Strategic Initiative 3C5: Utilize digital eBook purchases models of acquisition and assess them to determine if effective in reducing cost and increasing access.

University Plan Goal 1: Strengthen Academic Programs; University Plan Goal 2: Promote Student Success by Breaking Down Barriers; University Plan Goal 4: Grow and Strategically Align Fitchburg State's Resources

Academic Affairs Goal: Encourage the use of alternative education materials to reduce the cost for students.

COMMUNITY ENGAGEMENT

Strategic Goal 4: AVGC Library engages Fitchburg State University and its broader community in order to educate and foster intellectual curiosity, and also to deepen relationships between Fitchburg State University and its surrounding communities. (ACRL Standard 9)

Objective 4A: Encourage students, faculty, staff and the local community to develop the dispositions of intellectual curiosity, an open mind and a critical stance.

Strategic Initiative 4A1: Develop new and continue events and programming to complement the academic work happening in our spaces, such as poetry readings, lectures, student-generated events, art shows, etc.

Strategic Initiative 4A2: Be strong contributors on a range of campus diversity and inclusion initiatives, including library programming and events.

Strategic Initiative 4A3: Actively participate in the Community Read Initiative and foster collaborations throughout campus and the community by developing and/or supporting Community Read programming.

Objective 4B: Demonstrate the library's commitment to a collaborative culture by engaging in sustained and intentional collaborations throughout campus, our local community and across Massachusetts higher education institutions.

Strategic Initiative 4B1: Identify new areas/offices at Fitchburg State where collaboration would advance the University's priorities.

Strategic Initiative 4B2: Capitalize and build upon our relationships with MCCLPHEI and ARC consortia to create stronger library partnerships and collaborations across the region and state.

Strategic Initiative 4B3: Deepen the relationships of our surrounding communities and Massachusetts higher education institutions with the Archives and Special Collections. Explore the idea of a Community Archives Fellows program and other ways of getting community involvement.

University Plan Goal 3: Build a University Community that Embraces Civic and Global Responsibility; University Plan Goal 1: Strengthen Academic Programs.

Academic Affairs Goal: Continue to develop programs and partnerships with surrounding community

PERSONNEL

Strategic Goal 5: AVGC Library has the number and quality of personnel to ensure excellence and function successfully in an environment of continuous change. (ACRL Standard 8)

Objective 5A: Promote an organizational culture that helps library employees succeed in a changing environment.

Strategic Initiative 5A1: Work to build a learning organization culture, employing a community of practice model. ¹

Strategic Initiative 5A2: Provide a safe and supportive environment that encourages innovative thinking and creative risk-taking at all levels.

Strategic Initiative 5A3: Continue to fund professional development opportunities for faculty and staff and offer in-house professional development opportunities.

Strategic Initiative 5A4: Plan for essential technical training, especially related to the possible ILS migration.

Strategic Initiative 5A5: Develop onboarding procedures for new library employees. Establish a librarian mentorship program.

Objective 5B: Continue to build a collaborative and flexible organization with a shared purpose reflective of our values.

Strategic Initiative 5B1: Foster strong working relationships in the Library.

Strategic Initiative 5B2: Provide opportunities and resources that support a healthy work-life balance for all employees.

Strategic Initiative 5B3: Focus on multi-cultural competencies in our staff and our student workers.

Strategic Initiative 5B4: Biannually evaluate the library's staffing levels using standard benchmark data to ensure there is sufficient personnel to meet library's and the university's objectives.

Objective 5C: Continue to enhance the library student worker experience.

Strategic Initiative 5C1: Create opportunities for student workers to use their knowledge and interests to create projects that enhance their academic and professional experiences and benefit the library.

Strategic Initiative 5C2: Build-on the good work already done on the Student Worker resume project.

Note 1: "A community of practice model is a group of people who share a concern or passion for something they do and learn how to do it better as they interact regularly." (www/acpe.edu)

University Plan Goal 4: Grow and Strategically Align Fitchburg State's Resources; University Plan Goal 2: Promote Student Success by Breaking Down Barriers;

ORGANIZATIONAL EFFECTIVENESS

Strategic Goal 6: AVGC Library aligns, develops and measures outcomes that contribute to the success of Fitchburg State University. (ACRL Standard 1)

Objective 6A: Engage in current and appropriate assessment of services, outreach, collections and workflows.

Strategic Initiative 6A1: Develop a sustainable assessment plan.

Strategic Initiative 6A2: Explore the idea of creating a library assessment team.

Strategic Initiative 6A3: Continue to employ data driven decision making when purchasing library resources.

Objective 6B: Seek grants and other funding sources.

Strategic Initiative 6B1: Support the development of organizational expertise for the successful application of external grants.

Strategic Initiative 6B2: Collaborate with campus partners to support and coordinate grants.

Objective 6C: Communicate the value of libraries to the campus and outside community.

Strategic Initiative 6C1: Develop and implement a comprehensive communication plan. Implementation is shared by multiple library staff members.

Strategic Initiative 6C2: Develop and maintain a body of evidence to create an impactful narrative highlighting the impact of the Library.

University Plan Goal 4: Grow and Strategically Align Fitchburg State's Resources; University Plan Goal 1: Strengthen Academic Programs.