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Alfred University Libraries Strategic Plan, 2016-2021

Mission Statements

Alfred University Libraries

The Alfred University libraries will be dynamic partners in advancing the University's teaching and research mission, providing the University community with the services, resources and facilities needed to support intellectual exploration and expansion of knowledge. The libraries will develop students' ability to use information critically, ethically and effectively in order to apply those skills for independent investigation and learning throughout their lives.

Herrick Memorial Library

Herrick Memorial Library provides comprehensive yet straightforward access to outstanding scholarly resources for Alfred University's programs in the liberal arts and sciences, education, and business. Student learning, whether collaborative or individual, is supported through well-designed facilities and new technologies. Emphasizing responsiveness, collaboration, flexibility and innovation, the Library promotes the spirit of free inquiry that is at the heart of intellectual experience, teaching research and critical skills of lifelong value to the University's graduates.

Samuel R. Scholes Library of Ceramics

Scholes Library provides information services which support the mission of the New York State College of Ceramics at Alfred University to advance knowledge in art, science, and engineering. The library also serves the broader research community as a specialized center for information on ceramics and glass. We are dedicated to the library as both place and virtual space, offering an environment conducive to study and collaborative work, and resources for effective information retrieval and scholarly communication.

Vision

The Alfred University libraries will be dynamic partners in advancing the University's teaching and research mission, providing the University community with the services, resources and facilities needed to support intellectual exploration and expansion of knowledge. The libraries will develop students' ability to use information critically, ethically and effectively in order to apply those skills for independent investigation and learning throughout their lives.

Values

- Free and open pursuit of knowledge
- Support for intellectual and cultural diversity
- Innovation, collaboration and creativity
- Excellent Service
- Effective Communication

AU Broad Goal 1

Alfred University will offer high-quality undergraduate and graduate education, characterized by Alfred's creative spirit, preparing our students to flourish in a rapidly changing world.

Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
1A: Define and deliver a vibrant educational experience that ensures common learning outcomes for all undergraduate students.	Ensure that every first year student receives information literacy instruction	Continue Personal Librarian Program – In 2016-17 expand program to include all librarians and off-campus students	All AU Librarians will communicate with incoming students and inform them of available library services	Surveyed students to determine how many were aware of the Personal Librarians Program via surveys and focus groups – [see results report]	Continue to fine tune promotion efforts

	Facilitate faculty-librarian collaboration and integration of information literacy into classroom instruction	<ul style="list-style-type: none"> a) Creation of Art History Tutorials b) Consolidation of coordination of instruction at Scholes c) Creation of AU Libraries Instruction LibGuide 	<ul style="list-style-type: none"> a) Eva Sclippa– 2016-2017 b) Eva Sclippa – 2016-2017 c) Eva Sclippa & Brian Sullivan 2016-2017 		
	Lead campus-wide conversations about the integration of information literacy instruction into the curriculum.	Integrate ACRL Information Literacy Framework into existing instruction sessions	Brian Sullivan – 2016-2017		
	Reinvigorate liaison roles to connect with faculty	Not a major focus in the 2016-17 academic year			

1B: Invest in dynamic and innovative curricular and co-curricular pedagogy that challenges students to grow as creative and critical thinkers.	Provide engaging instruction that relies on current approaches to teaching information literacy skills	2016-2017 Incorporate more active learning techniques into library teaching sessions	All librarians		
	Create, select, and administer appropriate mechanisms to assess student learning in information literacy	2016-17 – Identify additional means for assessment, both in individual course work and in campus wide surveys	All librarians – particularly Planning Quartet		
1C: Increase the number of students who complete applied learning experiences such as internships, service learning, co-op participation, Capstone projects, and study abroad	Recruit and retain a diverse and talented staff	In 2016-2017 two graduate assistants will be working as interns on AU Library Projects.			
1D: Enhance our efforts to help students to successfully transition from Alfred University to careers or advanced degree Programs.	Design and provide user-centered services that deliver seamless access to library resources, facilities and expertise	<ul style="list-style-type: none"> a) Continued AURA development and pilot projects b) LibAnalytics revision c) Develop e-portfolio workshop d) Aleph and PLIF enhancements 	<ul style="list-style-type: none"> a) Digital Projects Work b) Brian Sullivan and Mechele Romanchock c) Eva Sclippa d) Trevor Riley ad Ellen Bahr 		

Broad Goal 2

Alfred University will build on its 175 plus year commitment to diversity and social justice to advance its forward-looking social and educational ideals.

Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
2A: Reaffirm and advance our pledge to make all members of the Alfred University community feel that they belong	Welcome library users to excellent facilities and top-notch information services.	AU Libraries Program Review will evaluate: services provided, libraries' contributions to AU, and opinions of campus constituencies to levels of library service and support.	Program Review is primarily the responsibility of Dean Crandall, in conjunction with all the librarians. Scheduled for completion by May 2017.	Completion of Campus Review, Outside Review and Acceptance of the Program Review by the Provost.	
	Provide customer service that meets or exceeds users' expectations.	Collaborate with ITS to allow Herrick's main desk to provide basic IT support for AU students, faculty and staff after the ITS Helpdesk has closed for the day.	This initiative will have a soft opening during the fall 2016 semester. Brian Sullivan and Keith Loines (ITS) have primary oversight of the project.	# of calls fielded. Possibly increased messaging compared to the previous number of ITS phone messages received when they were closed.	
	Develop integrated academic services that support student success.	Continue mutual orientations between Herrick and CAS.			
	Recruit and retain a diverse and talented staff	Current salary ranges have made this particularly difficult.			
	Enhance AU Libraries' student worker program.	Annual orientations and trainings continued to be offered to each student worker hired. Additional training will be required for the enhanced ITS service when implemented.			

2B: Develop new initiatives for even greater diversity and exposure to different cultures.	Identify short- and long-term collection development goals and develop policies and procedures for achieving those goals	Current long-term weeding goal is the completion of the B-BR classification range.	All Herrick library faculty, and the Collection Management Staff, and numerous AU faculty members are participating during 2016-2017.		
2C: Integrate and expand our students' engagement with and connections to the communities we serve fostering a student culture of civic engagement and awareness of social justice issues.	Develop library programming that makes the libraries a center for intellectual discussion.	<ul style="list-style-type: none"> a) Discussions of Open Educational Resources will be encouraged with faculty in all colleges. b) Webinars will be hosted on OERs and issues surrounding their use. 	All librarians, although Mark Smith will be the point person, especially in individual college faculty meetings		
2D: Leverage our creativity and expertise in new ways to be a better asset to the communities we serve	Provide leadership and ensure participation in campus governance and administration.	Library faculty will assume additional roles in university service (2016-2017 example: Chair of NYSCC faculty council and SUNY Campus Governance Leader)	All library faculty members will identify opportunities to contribute to campus governance and administration.		

Broad Goal 3:

Alfred University will promote sustainability as a basic principle of educational, environmental, financial, social and institutional responsibility.

Strategies	Objectives	Tactics	Timelines and Responsibilities	Measured Outcomes	Recommended Next Steps
3A: Better communicate Alfred University's identity for both internal	Develop and implement a practical marketing/PR plan for the AU Libraries	While not a fully-fledged marketing plan, a new Social Media Committee	Social Media Committee members, led by		

communities and external markets.		is focusing more attention on the libraries.	Eva Sclipa		
	Identify new opportunities to connect to the campus community	Work with Ceramic Museum to move its book collection to Scholes, establish working relationships and set up reciprocal agreements	Mark Smith, 2016-2017		
	Expand the unique and valuable collections available at AU and promote their use to the wider world.	Promote AURA as a means of making AU faculty scholarship and campus archival materials available to a wider audience.	<ul style="list-style-type: none"> a) Promotion of AURA during 2016-17 will remain limited, as pilot projects continue to develop more detailed protocols and procedures to ensure consistent quality of the information and images entered into AURA. b) Promote the extensive e-book Scholes recently acquired. 	<ul style="list-style-type: none"> a) DPWG and, eventually, all librarians. b) Trevor Riley 	
		Improve AURA's ease of access by completing a metadata system and accompanying policies, procedures, etc. for AU AURA users	Overall policies were completed. Metadata system was created. Policies for handling specific types and formats are in ongoing development.		

		Create an image collection in ArtStor's Shared Shelf that focuses on NYSCC archival material.	John Hosford – 2016-2017		
	Encourage the use of unique collections for research and classroom instruction.	There is an ongoing commitment to encourage faculty members to use these collections when there are appropriate materials available in library holdings.	All librarians		
3B: Evaluate our services, operations, and academic programs for suitability to our current and emerging needs and make resource allocations accordingly.	Foster collaboration between the Alfred University Libraries	Noted in many of the other items outlined.	All librarians		
	Plan for current and future staffing needs	Discussions will continue in 2016-2017.	All librarians		
3C: Develop new and strengthen current revenue streams.	Not applicable to the AU Libraries.				
3D: Develop new avenues to educate both traditional and non-traditional students at our home campus and other locations.	Develop integrated academic services that support student success.	<ul style="list-style-type: none"> a) Implement IDS Article Gateway b) Investigate the enhancement of ILL services for off-campus students 	<ul style="list-style-type: none"> a) Ellen Bahr and Trevor Riley – 2016-2017 b) Ellen Bahr – 2016-2017 		
3E: Better coordinate green initiatives and develop new green initiatives.	Create and maintain comfortable, clean, well-furnished, flexible spaces suited to user needs.	<ul style="list-style-type: none"> a) Complete the refurbishing of Scholes Library's 24-Hour Study Room 	Mechele Romanchock – 2016-2017		

3F: Develop even stronger alumni ties to encourage philanthropy and involvement with the University.	Capture and preserve Alfred University's institutional memory (materials of historical and intellectual value).	Continue to develop AURA and begin to draw in more campus contributors.			
3G: Make Alfred University an even more attractive place to work.	Create and maintain an attractive work environment	Continue to monitor the libraries' environment for needed updates of furnishings and improvement of physical appearance of buildings.			
	Promote ongoing professional development	Retreat Day 2016. Support is given to all faculty, and is also available for support staff, to take webinars and also, for faculty, to attend at least one major conference each year.			

Heading Definitions:

- Goal: A general, broad aspiration.
- Strategy: A general approach to seeking a particular goal or aspect of a goal.
- Objective: A clear and specific achievement that contributes to a goal.
- Tactic: Specific behaviors that will achieve an objective.
- Timelines and Responsibilities: What is the expected time by which the tactic will have had an effect, kind of assessment, who is responsible for executing the tactic and who will conduct the assessment.
- Measured Outcome: The phenomenon that, when realized, will signal success or failure of the tactic in attaining the objective. Usually quantifiable and measureable.
- Recommended Next Steps: What are the next steps indicated by the assessment.