

Alfred University Libraries Strategic Plan 2017 22 With links to AU Libraries Unit Objectives					
Theme 1: Transform Student Lives and Better our World					
University Goal	<i>Unit Objective</i>	Unit Tactics	Timeline & Responsibility	Assessment	Action/Next Steps
1.A. Define, deliver and promote the Alfred University Brand	Design and provide user-centered services that deliver seamless access to library resources, facilities and expertise.	As part of the reorganization process, rebrand internally and to the community as the Alfred University Libraries. Implement a shared library services platform (Alma) Implement a new single shared website. Timing for a combined website implementation is unclear at this point.	All staff at both libraries. Most rebranding to be completed by Summer 2018 and Alma implementation to be completed by Summer 2019.		
	Develop and implement a practical marketing/PR plan	(Will take place after the libraries' current reorganization effort is completed.)			
1.B. Help our student identify their passions and develop the confidence to pursue them	Provide engaging instruction that relies on current approaches to teaching information literacy skills.	Ongoing – not a prime focus this year. Was a focus in 2016-2017.			
	Facilitate faculty-librarian collaboration and integration of information literacy into classroom instruction.	Ongoing—not a prime focus this year. Was a focus in 2016-2017.			
	Lead campus-wide conversations about the integration of information literacy instruction into the curriculum.	On hold.			
	Enhance AU Libraries' student worker program	Continue to develop creative methods for teaching needed skills to student workers.	Plan a training event for student workers each semester. Work across the libraries to develop training modules that will work in both buildings. Brian		

			Sullivan and Mechele Romanchock and public services staff members. Two events will be scheduled during 2018-2019.		
		Revise and update student worker handbook to reflect current policies and practices. Create an online student portal.	Mechele Romanchock. 2017-2018.		
		Using student and faculty comments from the reorganization effort, library staff will identify areas of concern.	All library staff. At least two concerns will be addressed in 2017-2018.		
		Conduct additional in-depth survey of faculty members to identify their needs more specifically.	Survey completed by Spring 2019.		
		Continue to work with ITS and CAS to facilitate integration of services within the libraries.	Hold at least one meeting in 2017-2018 between ITS, CAS and library staff.		
		Continue work on a three year project to implement a new Library Service Platform which will involve changes in many library workflows.	All Librarians under the leadership of Laurie McFadden. Will conclude in 2019.		
		Continue to encourage faculty with FYE courses to include a library component.	Teach at least one additional FYE course that offers a library component.		

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2.A. Build on our 180 plus year history of inclusivity	Capture and preserve Alfred University's institutional memory (materials of historical and intellectual value.)	Continue to collect and process materials to build the collections.	Ongoing efforts in 2017-2018 include integrating the Alfred Historical Society collection into the Herrick Archives. Laurie McFadden		
2.B. Enhance the global and multi cultural awareness and mix of our students	Develop library programming that makes the libraries a center for intellectual discussion.	Scholes Library Gallery will work with guest curators Herrick Library will create library displays that focus on broadening cultural awareness and through seeking out opportunities to collaborate with faculty or students on these displays.	John Hosford, 2017-2018 plans offer two guest curated exhibits each semester. Steve Crandall, plan at least one library display which focusing on cultural awareness and collaborating with students. January 2018		
2.C. Engage with and help build our community	Identify new opportunities to connect to the campus community.	Support ongoing efforts to encourage faculty to use Open Educational Resources (OERs) in lieu of expensive textbooks in their classes.	Administer New York State funding for OER implementation. 2017-2019. Brian Sullivan, Mark Smith.		
		Determine future of the Personal Librarian Program.	Brian Sullivan, in conjunction with all librarians. 2017-2018		
	Expand the unique and valuable collections available at Alfred University and promote their use to the wider world.	(Digitize more of the Universities archival collections – see 3C.)	See 3C		
2.D. Promote civic mindedness	Develop library programming that makes the libraries a center for intellectual discussion.	Invite speakers to present in the libraries. Request traveling exhibits for each library.	All librarians. Invite at least one speaker, or host one exhibit at each library, each year. Herrick will have host an exhibit on Women's Suffrage in February 2018.		

Theme 3: Amplify our Impact					
University Goal	Unit Objective	Unit Tactics	Timeline & Responsibility	Assessment	Action/Next Steps
3.A. Foster an engaged, innovative, and collaborative culture	Support the continued development of the field of library science through active research and scholarship, professional involvement, and services.	Several librarians have ongoing scholarly publishing relationships and are making contributions to the library profession in addition to planning for future projects and articles.	All librarians will continue their current contributions and or be identifying a research project/goal to complete by 2018-2019.		
	Provide leadership and ensure participation in campus governance and administration.	All librarians, and some staff, at both libraries will serve on campus-wide committees.	All librarians will serve on at least one campus-wide committee each year.		
	Reinvigorate liaison roles to connect with faculty.	All librarians are assigned specific programs to connect with, helping faculty to navigate library resources and services most effectively. This has not been seen as a priority in the past few years.	All librarians. Each librarian will meet with faculty in their liaison areas at least once every year.		
3.B. Take better care of our people and facilities	Recruit and retain a diverse and talented staff.	Search for and encourage a diverse pool as possible for every upcoming hiring.	Identify new advertising strategies to create a diverse pool. Search chairs for AU Libraries positions. Ongoing.		
		Begin a compensation review of librarians and staff and develop salary benchmarks for all positions. Develop an MOU between the libraries and the Provost that outlines the university's	All librarians and incoming Dean. Summer 2019		

		commitment to the hiring and retention goals of the AU Libraries.			
	Plan for current and future staffing needs.	The reorganization effort will be addressing these needs through the report proposals. Examples include: implement a minimum wage competitiveness plan, identify specific employee concerns and provide institutional answers, rewrite job descriptions, and develop salary benchmarks.	By the Spring of 2019, at least two areas of library services will be reorganized to bring staff expertise together more effectively.		
	Create and maintain an attractive work environment.	Not a primary focus this year.			
	Promote ongoing professional development.	Encourage all staff members, not just librarians, to take advantage of training in a wide variety of subject coverage and delivery methods.	All librarians and at least two support staff will take advantage of professional development opportunities during 2017-2018.		
	Welcome library users to excellent facilities and top-notch information resources.	Continue to evaluate the use and suitability of library information resources.	Using usage statistics and pricing information, evaluate value of all databases and periodical titles annually.		
	Create and maintain comfortable, clean, well-furnished, flexible spaces suited to user needs.	Continue to monitor the AU Libraries for needed repairs and improvements in both the condition of the buildings and their furnishings.	Herrick has identified furniture that needs to be reupholstered and is working to find a vendor for a major project.		

3.C. Enhance the robustness of our business model	Identify short- and long-term collection development goals and develop policies and procedures for achieving those goals.	Select materials collections to digitize in the archival collections.	Laurie McFadden and John Hosford. Ongoing process, some collections already identified.		
	Foster collaboration between Alfred University Libraries.	Reorganization consultancy is underway, leading to a revamped organization structure with enhanced efficiencies of operation and possibilities for new initiatives.	All Staff at both libraries are involved while the Dean and Associate Dean are responsible for the overall process. Changes will begin taking place in 2017-2018.		
		Choose a new administrative structure for the libraries and establish new teams and committees across the libraries.	All Librarians Summer 2018		
3.D. Promote ownership of plan and develop mechanisms to assess our progress (FY18)	Create, select, and administer appropriate mechanisms to assess student learning in information literacy.	Additional mechanisms will be identified to provide meaningful assessments of student learning.	Brian Sullivan and Mechele Romanchock will identify at least one additional measure. 2018-2019		
	Develop and conduct assessments related to the following AU Libraries' Strategic Plan initiatives: Create Campus Connections and Manage Purposeful Collections	At least two assessments will evaluate the effectiveness of the libraries' efforts in each of these areas.	Brian Sullivan and Mechele Romanchock will identify at least one additional measure. 2018-2019		