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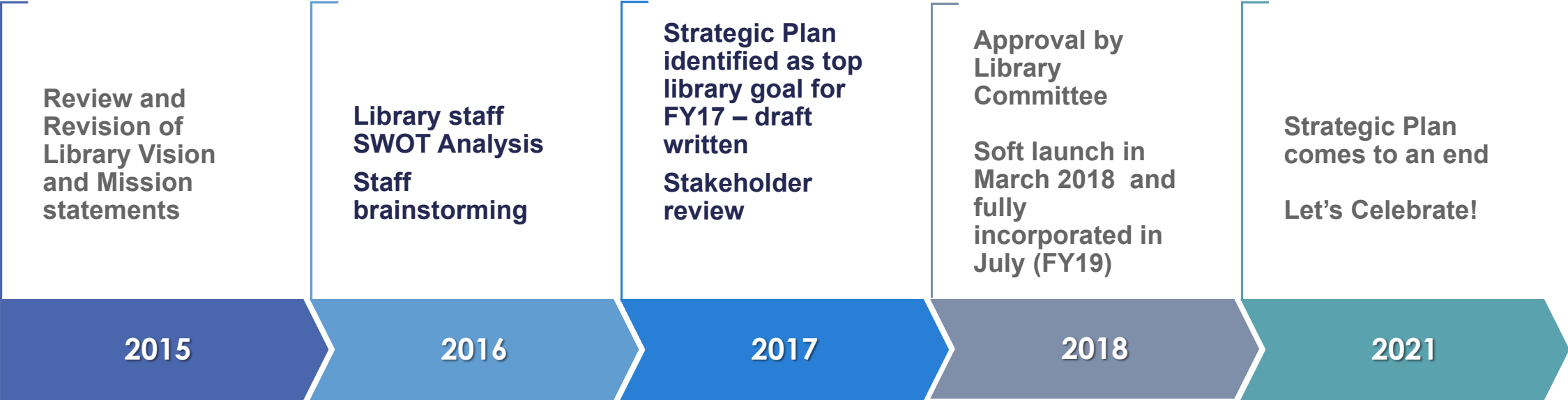
2021-9

Xavier University Library Strategic Plan Report

Xavier University (Cincinnati, Ohio). University Library

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University Library Strategic Action Plan: 20/21 Vision



Strategic Plan structure

- Initiatives
 - Goals
 - Action items
 - Strategies

Initiatives

1. Enrich the Student Experience
2. Emphasize Faculty Partnerships
3. Cultivate Unique Collections
4. Enhance Campus and Community Collaborations
5. Strengthen Library Fundamentals

Goals – an example (*Enhance Campus/Community Collaborations*)

Goal 1: Seek campus collaboration opportunities providing expertise and resources

Goal 2: Initiate high impact community-engaged connections

Action items & strategies – an example

A	B	C	O	P	Q	R
			DELIVERABLES	STRATEGY	STRATEGY	STRATEGY
Goal 1			Seek campus collaboraton opportunities providing expertise and resources			
FY19	Action item B	Develop parternship with Center for Mission and Identity seeking adjacencies to benefit Xavier's Jesuit community and heritage that informs institutional history	An improved understanding of, and ability to preserve, the institution's Jesuit heritage through archives	Seek collaborative opportunities (discussions, meetings, etc.) with Mission and Identity staff to identify value-added projects showcasing the intitutuion's Jesuit history and identity	Review Mission and Identity website for gaps we may be able to fill	
Goal 2			Initiate high-impact community-engaged connections			
FY19	Action item B	Foster outreach opportunities for St. John's Bible as Xavier's gift to Cincinnati	Using The Saint John's Bible as one way to connect and identify our community members with Xavier and as a resource to foster dialogue within and across faith traditions	Provide guest speakers, workshops, and other opportunities that would be of interest to community members	Proactively engage in dialogue with others about potential use of volumes to planned event (Advent service, MLK service, etc.)	Consider marketing and publicity opportunities from Library Twitter account to pertinent outlets for articles

Enrich the Student Experience

- Goal 1: Elevate library's role in student research and scholarship activities
- Goal 2: Increase library's connectivity to students
- Goal 3: Expand teaching role and technique of librarians
- Goal 4: Enhance curricular and co-curricular use of Makerspace
- Goal 5: Advance library user self-sufficiency

Enrich the Student Experience ***achievements include:***

- Library website redesign
- Developing a remote learning webpage
- Creating video tutorials
- Offering Chat and Zoom as new ways to connect with students
- Providing continuous librarian presence teaching GOA
- Developing and teaching an FYS course on Xavier history
- Implementing and assessing the ACRL Framework for Information Literacy for library instruction
- Embedding Makerspace activities across the curriculum
- Offering a revised and vibrant Knowledgebase
- Overall FYE engagement leading to 2019 CREDO award

Enrich the Student Experience *moving forward/key insight:*

Now that the Framework has been successfully piloted for teaching information literacy, this instructional strategy should become a priority for all librarians to learn how to use and incorporate in library instruction and research help.

Emphasize Faculty Partnerships

Goal 1: Work with faculty to provide innovative student learning experiences

Goal 2: Advance library's role in faculty research and scholarship activities

Goal 3: Collaborate with Center for Teaching Excellence (CTE) to provide integrated programming

~~Goal 4: Define library's role in Digital Scholarship and foster partnerships *(eliminated in 2019 review of plan)*~~

Goal 4: Explore leadership opportunities for Open Access (OA)

Goal 5: Serve as a gateway for affordable and Open Education Resources (OER) initiatives

Goal 6: Explore faculty use of library Space and Collections *(added in 2019 review of plan as a result of a proposed library renovation)*

Emphasize Faculty Partnerships ***achievements include:***

- Regular collaboration with CTE initiatives (workshops, orientations, etc.)
- Significant librarian participation in Faculty Learning Communities
- Offering liaison support ensuring baseline information (syllabi) in all Canvas courses supporting move to remote learning
- Provision of library information for all Canvas courses (LTI)
- Co-facilitation of an FLC for Open Educational Resources and Affordable Learning Resources
- Adding more Open Access resources and discovery instance
- Formation of a Copyright team to address questions and issues
- Development of a data resource guide

Emphasize Faculty Partnerships *moving forward/key insight:*

Better communicate how Exhibit differs from Faculty180 and look into Graduate Assistants inputting faculty scholarship into the institutional repository.

Cultivate Unique Collections

- Goal 1: Position University Archives as foundational to the institution
- Goal 2: Improve discovery and access to Special Collections
- Goal 3: Improve facilities used for storage and use of materials in Special Collections and Archives
- Goal 4: Develop digital collections exclusive to the University
- Goal 5: Pursue distinctive collections that add value to the campus and community

Cultivate Unique Collections ***achievements include:***

- UASC Collection Development Policy and UASC Access Policy approved as University policies
- Important oral histories conducted
- Participation in *The Peripheral Manuscripts Project: Digitizing Medieval Manuscript Collections in the Midwest*
- Co-facilitation of FLC on Primary Resources and the College Classroom
- Numerous new digital collections developed and made available through Exhibit
- Formation of a Special Collections Advisory Group
- Processing of John Boehner Papers
- Donated poetry collection processed as part of an endowed Humanities Reading Room
- Access to materials expanded through inclusion in Digital Public Library of America (DPLA) and ArchiveGrid
- Service role requested on key campus initiatives, committees and task forces

Cultivate Unique Collections *moving forward/key insight:*

Continue to make important strides to include more under-represented populations and student voices in UASC collections.

Enhance Campus and Community Collaborations

Goal 1: Seek campus collaboration opportunities providing expertise and resources

Goal 2: Initiate high impact community-engaged connections

Enhance Campus and Community Collaborations ***achievements include:***

- Strengthened connections with Mission & Identity through development of digital collections
- Collaborated with Athletics providing expertise in remediating mold outbreak
- Deepened partnership with Alumni Office with robust presence on Alumni Weekend
- Utilized St. John's Bible as catalyst for engagement opportunities in surrounding communities
- Acquired on permanent loan a Torah scroll from Wise Temple
- Provided grant services support to Archdiocese of Cincinnati Archivists in their digitization of 100 years of the Catholic Telegraph
- Outreach to St. Xavier High School leading to Deposit Agreement for a Fr. Francis Finn collection
- Leveraged Makerspace as magnet for young students in providing a formative experience and connection with Xavier University

Enhance Campus and Community Collaborations *moving forward/key insight:*

Leverage limited staff resources toward continued support of prioritized campus initiatives and focused community opportunities.

Strengthen Library Fundamentals

- Goal 1: Increase awareness of library challenges and issues to improve institutional support of the library
- Goal 2: Ensure annual materials acquisition budget is consistently funded commensurate with Academic Plan
- Goal 3: Seek continual service improvement for library patrons
- Goal 4: Explore best use for McDonald Library, Conaton Learning Commons and Annex Spaces
- Goal 5: Optimize staffing
- Goal 6: Increase awareness of existing library resources

Strengthen Library Fundamentals ***achievements include:***

- Revised Collection Development Policy approved by Library Committee
- GoldRush subscription for print holdings analytics
- Utilized library endowments to purchase new resources including Antiracism/Social Justice/Community Policing ebooks
- Developed a Wiki for schedules and student worker training
- Developed a Virtual Suggestion Box
- Reallocation of space to fill imminent needs (Zoom Study Space)
- Filled five vacancies, employed contractors, temporary staff and student interns to bridge short term needs
- Created staff continuity plan, pivot plan and data collection inventory
- Developed a Library Resource of the Month platform
- Re-indexed online catalog MARC records providing greater discovery options

Strengthen Library Fundamentals *moving forward/key insight:*

Utilize data, including upcoming MISO survey, to drive advocacy and decision making

Assessment Rubric and example

KEY

0/1: did not even start **NE: Not Effective**

2: started, but did not complete or completed badly (could be due to circumstances out of our control, like faculty buy-in) **SE: Somewhat Effective**

3: completed, but at a "C" level (mediocre success) **E: Effective**

4: completed and did it really well **VE: Very Effective**

5: knocked it out of the park **EE: Extremely Effective**

E	Enrich the Student Experience	0/1	2	3	4	5
Goal 1	Elevate library's role in student research and scholarship activities	✓				
Goal 2	Increase library's connectivity to students				✓	
Goal 3	Expand teaching role and technique of librarians					✓
Goal 4	Enhance curricular and co-curricular use of Makerspace			✓		
Goal 5	Advance library user self-sufficiency			✓		

Assessment Rubric: *Library Leadership determination*

	EFFECTIVE V EFFECTIVE X EFFECTIVE				
	0/1	2	3	4	5
Enrich the Student Experience					
Elevate library's role in student research and scholarship activities		X			
Increase library's connectivity to students				X	
Expand teaching role and technique of librarians				X	
Enhance curricular and co-curricular use of Makerspace			X		
Advance library user self-sufficiency			X		
	<i>Effective</i>				3.1

	EFFECTIVE V EFFECTIVE X EFFECTIVE				
	0/1	2	3	4	5
Emphasize Faculty Partnerships					
Work with faculty to provide innovative student learning experiences		X			
Advance library's role in faculty research and scholarship activities		X			
Collaborate with Center for Teaching Excellence (CTE) to provide integrated programming			X		
Explore leadership opportunities for Open Access (OA)			X		
Serve as a gateway for affordable and Open Education Resources (OER) initiatives			X		
Explore faculty use of library Space and Collections (<i>added in 2019 review of plan</i>)					
	<i>Trending Effective</i>				2.7

	EFFECTIVE V EFFECTIVE X EFFECTIVE				
	0/1	2	3	4	5
Cultivate Unique Collections					
Position University Archives as foundational to the institution				X	
Improve discovery and access to Special Collections				X	
Improve facilities used for storage and use of materials in Special Collections and Archives			X		
Develop digital collections exclusive to the University				X	
Pursue distinctive collections that add value to the campus and community				X	
	<i>Trending Very Effective</i>				3.8

	EFFECTIVE V EFFECTIVE X EFFECTIVE				
	0/1	2	3	4	5
Enhance Campus and Community Collaborations					
Seek campus collaboration opportunities providing expertise and resources				X	
Initiate high impact community-engaged connections				X	
	<i>Trending Very Effective</i>				3.8

	EFFECTIVE V EFFECTIVE X EFFECTIVE				
	0/1	2	3	4	5
Strengthen Library Fundamentals					
Increase awareness of library challenges & issues to improve institutional support of library		X			
Ensure annual materials acquisition budget is consistently funded commensurate with Academic Plan		X			
Seek continual service improvement for library patrons				X	
Explore best use for McDonald Library, Conaton Learning Commons and Annex Spaces			X		
Optimize staffing			X		
Increase awareness of existing library resources			X		
	<i>Trending Effective</i>				2.8

OVERALL EFFECTIVENESS **3.2**

Effective

Challenges encountered

- Striving to maintain continuity through staff turnover
- Failure to fully engage all staff throughout the life of the plan
- Pandemic shifted our focus by necessity
- Some goals were lofty
- Success of some goals required buy-in of others that didn't occur
- Too much focus on action items and perhaps losing sight of the bigger picture
- Blurred lines for some staff between Strategic Plan goals, department annual goals and annual personal goals

Next steps

- We will provide a final report on the status of our goals in the Library's FY21 Annual Report.
- A presentation will be made to the Library Committee for their insight.
- The library will not begin working on another Strategic Plan but will collectively focus our effort on meeting our annual department goals.
- In the not so distant future perhaps we revisit our Vision and Mission statements to see if they are still relevant or if they need tweaking.

Thank you!

