Strategic Directions

The Kreitzberg Library is a department within the combined Library, Archives and Museum (LAM) department of Norwich University (NU). The Library’s strategic directions align with those of the LAM’s and NU’s. In addition to being guided by NU values, LAM staff members are guided by professional values and ethics.

LAM Vision Statement:

We aspire to be a thriving community that fosters life-long learning, sharing, and creativity.

LAM Priorities:

1. Enhance Library, Archives and Museum Instruction
2. Engage Students
3. Provide Equitable Access to Information Resources and Norwich University Cultural Heritage Materials
4. Share Unique Norwich University Collections with the World
5. Invest Strategically in the Library, Archives and Museum

NU Guiding Values

1. We are men and women of Honor and Integrity. We shall not tolerate those who lie, cheat, or steal.
2. We are dedicated to learning, emphasizing teamwork, leadership, creativity, and critical thinking.
3. We respect the right to diverse points of view as a cornerstone of our democracy.
4. We encourage service to nation and others before self.
5. We stress being physically fit and drug-free.
6. To live the Norwich motto, - “I will try!” - meaning perseverance in the face of adversity.
7. We stress self-discipline, personal responsibility, and respect for law.
8. We hold in highest esteem our people and reputation.

Professional Core Values and Code of Ethics

Librarians are guided by the American Library Association’s Core Values of Librarianship and Code of Ethics.
Library Goals for FY 2019

Mission of the Library

The mission of the Kreitzberg Library is to develop and provide the information resources, services and environment that support Norwich University’s academic and administrative goals.

Goals

Library goals are based on the LAM strategic priorities. The following objectives are the steps to be taken to achieve the goals.

Goal 1: Enhance Library, Archives and Museum Instruction.

To enhance library instruction, the library will provide quality information services, systems, facilities, and learning environment from which the University community will gather information and conduct research.

1.1 Objective: Review past reference patterns to determine reference coverage for FY ’19
Who: DA, BH, CV, JH, MC, SL
Resources: Time
Evaluation: Reference team will meet before fall semester to review usage patterns and discuss reference coverage for the upcoming academic year.
Status:

1.2 Objective: Implement redesigned library liaison program and establish a new Library Instruction Team and a new library Collection Development and Management Team.

After careful review of the liaison program from January of 2018 to March of 2018, the liaison librarians determined the existing duties were unachievable and decided to focus the program on customer relationship management. The liaison duties are to be reduced to (1) serving as the college’s or departments’ first point of contact for information about library resources and services and (2) providing impact statements and academic program reviews. The following actions implement the redesigned program.

Action 1: Reapportion liaison representation. One librarian per college minimum and two for CoLA and CGCS because they use the library the most. Announce to the faculty the change in the liaison program.
Who: GS, DA, CV, MC, JH, BH
Resources: No additional resources needed.

Action 2: Establish a library instruction team. The team develops and provides library instruction coordinated by the Head of Instructional Services.
Who: CV, DA, MC, JH, BH
Resources: No additional resources needed.
**Action 3:** Establish a library Collection Development and Management Team and define duties and responsibilities of team members  
**Who:** GS and all library staff  
**Resources:** No additional resources needed.

**Action 4:** Divide LibGuides responsibilities as follows: how-to guides – Digital Services; class guides – Instructional Services Team; subject guides – liaison or guide creator.  
**Who:** GS, DA, CV, MC, JH, BH  
**Resources:** No additional resources needed.

**Evaluation:** all four action items are completed by the end of the 2018 Fall Semester.

**1.3 Objective:** Develop and present a copyright workshop for on-campus faculty members that will address common compliance issues in a face-to-face higher education setting. Supplementary materials such as an updated LibGuide and workshop handouts will also be developed.

**Action 1:** Form a workshop team and define group roles and responsibilities.  
**Who:** MC, CV, GS, & TBD  
**Resources:** No additional resources needed.  
**Status:**

**Action 2:** Contact Lea Williams to schedule a Faculty Roundtable slot for Spring 2019.  
**Who:** CV  
**Resources:** No additional resources needed.  
**Status:**

**Action 3:** Audit the current copyright LibGuide and update the content to reflect revised copyright guidelines (adopted in Summer 2017).  
**Who:** MC, CV  
**Resources:** No additional resources needed.  
**Status:**

**Action 4:** Develop instructional materials (presentation, LibGuide, and handouts) and solicit feedback from Greg.  
**Who:** MC, CV  
**Resources:** No additional resources needed.  
**Status:**

**Action 5:** Present workshop.  
**Who:** MC, CV, GS, & TBD  
**Resources:** No additional resources needed.  
**Status:**

**Action 6:** Conduct after-action review of the workshop.  
**Who:** MC, CV, GS, & TBD
Resources: No additional resources needed.

Status:

Evaluation: All 6 action items will be completed by the end of Spring 2019.

1.4 Objective: Continue work as an Assessment Committee in order to achieve two primary
goals – 1) to identify, plan and execute assessment projects in the areas of Public, Digital, and
Instructional Services at the Kreitzberg Library and 2) to use these assessment projects and select
activities completed in Megan Oakleaf’s workbook entitled *Academic Library Value: The Impact
Starter Kit* to articulate an overarching direction of holistic assessment for the Library’s stated
scope of services.

**Action 1:** Complete the following activities under the “Listening to Stakeholders” section
of *Academic Library Value: The Impact Starter Kit*:
- Activity #4: Stakeholder Questions
- Activity #6: Stakeholder Help Study
- Activity #8: Institutional Communications Audit
- Activity #10: Institutional Learning Outcome Audit

Who: CV, MC, DA, JH

Resources: No additional resources needed.

Status:

**Action 2:** Complete the following activities under the “Planning for Action” section of
*Academic Library Value: The Impact Starter Kit*:
- Activity #12: Library Data Audit
- Activity #14: Self Audit
- Activity #15: Task Audit
- Activity #24: To Assess or Not to Assess
- Activity #25: Assessment Fears, Challenges, and Barriers

Who: CV, MC, DA, JH

Resources: No additional resources needed

Status:

**Action 3:** Claire will create rubrics for each learning activity in the MILI modules based
on best practices identified in the scholarly literature. The rubrics will include
performance measures for each stated learning outcome for each activity.

Who: CV

Resources: No additional resources needed.

Status:

**Action 4:** Claire will score all collected MILI student work samples according to the
rubrics that she has created for each in-class activity.

Who: CV

Resources: No additional resources needed.

Status:
**Action 5:** Claire will share the results of her work with the Assessment Committee in order to determine potential modifications to MILI in-class activities.

**Who:** CV, MC, DA, JH  
**Resources:** No additional resources needed.  
**Status:**

**Action 6:** The Assessment Committee will brainstorm potential assessment projects for each of their service areas and consult with the group to get feedback and start the planning process for these projects.

**Who:** CV, MC, DA, JH  
**Resources:**  
**Status:**

**Evaluation:**

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**1.5 Objective:** Redesign Kreitzberg Library for Online Students

**Who:** UX Team  
**Resources:** n/a

**Action 1:** Create beta site with simplified homepage and intermediate navigation layer to direct students to subject-specific guides to replace program landing pages

**Action 2:** Add link on existing group homepage by August 15, start soliciting feedback from users

**Action 3:** Refine design based on user feedback

**Action 4:** Plan updates to training and orientation materials

**Action 5:** Make the new site the default (October 1)

**Action 6:** Test, refine, repeat

**Evaluation:** Assessment will be an ongoing activity of UX Team, based on Google Analytics, LibGuides usage statistics, and end-of-seminar feedback from students.

**1.6 Objective:** Improve usability of library website

**Who:** UX Team  
**Resources:** n/a

**Action 1:** Re-evaluate content and organization
Action 2: Develop more robust top-level navigation and footer

Action 3: Test and implement site search
Action 4: Test, refine, repeat

Evaluation: Assessment will be based on Google Analytics, LibGuides usage statistics, user feedback, and task-based usability testing.

1.7 Objective: Overhaul LibGuides system to ensure standardization and universal design principles

Who: UX Team, Reference Team
Resources: n/a

Action 1: Develop checklist for guide owners to evaluate all guides and assets by mid-October (UX Team)

Action 2: Delete unused/obsolete/duplicate guides and assets by end of calendar year (guide owners)

Action 3: Redesign select guides based on current UX research by end of January (UX Team)

Action 4: Review and revise best practices guide by mid-March (UX Team)

Action 5: Train guide creators on updated best practices by mid-April (UX Team)

Evaluation: Assessment will be based on Google Analytics, LibGuides usage statistics, user feedback, and task-based usability testing.

Goal 2: Engage Students.

To engage students and faculty, the library will cultivate an environment for collaborative learning and individual reflection.

2.1 Objective: Develop a plan for converting the 2nd Floor Reading Room into a Faculty Reading Room, which will include “Faculty Resources for a Changing Higher Education Landscape.”

Resources: No additional resources needed, but the plan will identify costs.
Evaluation: Complete plan by end of FY19.
Goal 3: Provide Equitable Access to Information Resources and Norwich University Cultural Heritage Materials.

To provide equitable access to information resources, the library will build, preserve, and provide access to physical and electronic collections that support the University’s goals and programs.

3.1 Objective: Establish guidelines for technical equipment

Who: DA, JH, SL

Resources: No additional resources needed

Evaluation: Have clear guidelines posted on the library website by the beginning of the 2018 Fall Semester.

Status:

3.2 Objective: Streamline serials subscription renewal process

Who: BH, JH, Collection Management Team

Resources: n/a

Action 1: Review training materials on renewing orders via EBSCONET by mid-August

Action 2: Process 2019 renewals and document steps and workflow by mid-September

Action 3: Create a process map and assign tasks and due dates for next cycle by end of calendar year

Evaluation:

3.3 Objective: Reassign print periodical duties.

Who: CS, TZ, TH, GS

Resources: No additional resources needed.

Evaluation: Print periodical duties are defined and assigned by the beginning of the 2018 Fall Semester.
Goal 4: Share Unique Norwich University Collections with the World.

To achieve goal 4, the library, in additional to collaboration within LAM, will partner with other NU departments to develop an institutional repository of Norwich University scholarly works.

4.1 Objective: Academic Strategic Plan 2018 – 2021, I. Strengthen the Distinctive Mission-Centric Academic Experience, Goal 7: Establish the Office of Institutional Effectiveness (OIE), Action 7: Provide resources for establishing an Institutional Repository (within IITL structure) for highlighting scholarly work and learning objects of faculty and academic staff
Who: Provost, Associate Provost for Research/Chief Research Officer, Executive Director of LAM, et al.
Resources: Need system and personnel to manage and curate the system $100,000 for digital product (+$75,000 licensing) $80,000 (instructional designer/archivist) ($160,000-two year cost).

Goal 5: Invest Strategically in the Library, Archives and Museum.

To invest strategically in the library, the library will provide opportunities for professional development and training of library staff to ensure that Library’s services and operations are efficient and current, and will develop and monitor a budget that supports its strategic goals.

5.1 Objective: Prepare for the transition from ILLiad to Tipasa
Who: DA, JH, TH
Resources: Time
Evaluation: Preparation will be completed by the end of FY ’19

Action 1: Obtaining Tipasa training
Who: DA, TH, TZ
Resources: OCLC Tipasa free webinars monthly

Action 2: Make a site visit to a Tipasa library
Resources: Travel

5.2 Objective: Align library budget with library strategic goals and objectives.
Who: GS, CS, DA, JH, CV
Resources: No additional resources needed.
Evaluation: The library budget will be aligned with the library’s operational and strategic goals and objective by the beginning of the 2018 Fall Semester. The budget will be monitored on a monthly basis.
Review Mechanisms

Performance Indicators

Each objective includes an evaluation as a performance indicator. Objectives are the steps to be taken to achieve the library’s goals that are aligned with the LAM’s strategic priorities. The following goal metrics will be used to monitor the library’s progress towards meeting those long-term goals.

Goal Metrics:
1. Information services metrics: (a) number of individual reference transactions each fiscal year; (b) number of group instruction sessions and total attendance each fiscal year.
2. Kreitzberg Library building use metrics: (a) number of person who physically enter the library and archives reading room each fiscal year; (b) time utilization (defined as total hours used divided by the total hours for the reporting period, expressed as a percentage) of the North Instruction Room, South Instruction Room, and Todd Multipurpose Room; (c) virtual use of the library and archives websites each fiscal year.
3. Collection and collection use metrics: (a) total number of materials (number of physical volumes or units and number of electronic titles) each fiscal year; (b) total fiscal year circulation of library physical and electronic materials, and total number of archives distinct collection units used and digital files downloaded.
4. NUaN Academic Strategic Plan metric for Institutional Repository action item.
5. The total number of Kreitzberg Library professional development activities each fiscal year.

Strategic Plan Review Dates

All library staff will participate in the review of the library strategic plan.

- January of 2019 review status of plan objectives
- March of 2019 review LAM strategic directions
- June of 2019 final review of the plan
Appendix A – Situation Analysis

Appendix A includes an analysis of the Library’s organization and its environment. By being aware of internal strengths and weakness and of external trends and developments, the Library can improve its operations and plan better.

SWOT Analysis

- **Strengths**: characteristics of the library that give it an advantage over others.
- **Weaknesses**: characteristics of the library that place the library at a disadvantage relative to others.
- **Opportunities**: elements in the environment that the library could exploit to its advantage.
- **Threats**: elements in the environment that could cause trouble for the library.

**Strengths:**

1. Strong student satisfaction according to Noel-Levitz.
2. Positive faculty feedback and collaboration.
3. Partnership with CGCS (budget, positions, course development).
4. Robust print and digital collections for an academic library our size.
5. Have cultivated strong levels of engagement with CoLA and CGCS.
6. Recent renovations have made the library more student centric and technologically agile.
7. Dedicated staff with well-earned reputation with faculty and students.
8. Comfortable physical spaces.
9. Ability to operate relatively independently.
10. Library is responsive and provides outstanding customer service.

**Weaknesses:**

1. Not enough communication between colleagues, both internal and external, and greater follow up is needed.
2. Not enough library staff for amount of work required for a top tiered university. Staffing levels below benchmark peers. Staff turnovers and lost positions have negatively impacted library operations.
3. Lower levels of engagement from CoPS and CoSM faculty.
4. Rapid LAM integration has created stresses on all groups as they find new ways to work together and integrate;
5. According to user feedback and surveys, library online systems and services do not meet user expectations, and library resources are not always easy to find.
6. Library should promote and market resources and services to increase awareness and engagement with students.
Opportunities:

1. More collaboration with the museum and archives.
2. Re-evaluating our workloads and focusing on priorities we can accomplish.
3. Training/workshops on copyright and OER for students, faculty and staff.
4. Consultation model for reference has been popular. Other libraries have moved to this reference model.
5. LAM reorganization has potential to be a very positive force for each unit.
6. Increasing interest in open access collection initiatives offer opportunities for collection growth and collaboration with other institutions.
7. Development of library faculty reading room and “Faculty Resources for a Changing Higher Education Landscape.”
8. Shift from “one-shot” instruction towards asynchronous online tutorials, meaningful face to face active learning, and productive individual research consultations.
9. More internal cross training to achieve greater operational flexibility.

Threats:

1. Growth of CGCS programs and continued plans to add more programs put strains on library personnel, resources, and budget. Explosive growth would exceed existing resources.
2. User expectations are ever-increasing and at times unrealistic with an expectation of instant gratification and of Google like resources without Google like budgets.
3. Increased e-resources pricing at a rate greater than inflation.
4. Universities are under increasing financial strain, including Norwich University. A need to reduce funding and staffing levels would have a major impact on library operations.
5. Keeping up with changing technologies to meet needs of our users.

SWOT into Action

Strengths:

The library expects to maintain and build upon its strengths. Goal 3 is an example of how the library is building upon its strengths. Providing the highest level of service to all library users is a core value of the library staff.

Weakness

The library will work to reduce its weaknesses. Objectives 1.5 and 1.6 seek to reduce some of the weaknesses. Library staff will work to improve internal and external communication between colleagues, with an emphasis of follow up and follow through.
Opportunities

The library will invest its resources on select opportunities. Objectives 1.1, 1.3, 2.1, and 4.1 reflect that investment. Additional actions will be taken in individual performance development plans.

Threats

The library will seek to mitigate its threats/risks. The main challenge for FY19 is the expected growth in CGCS. Objective 1.2, action item 1, begins to address the library operational issues related to CGCS. Additional actions will be taken in individual performance development plans.