

# Webster University

## Library

### Strategic Plan: 2016-2021

#### Mission and Values

*The mission of Webster University Libraries is to empower our diverse, global community of students, faculty, staff, and alumni to fulfill their research, learning, and information needs, now and in the future.*

We value **students** by acquiring and providing access to high-quality materials and services that support the curriculum and by offering personalized research support. We partner with faculty and staff to provide exceptional service to students throughout their Webster career and beyond.

We value **learning** by fostering inquiry and curiosity in collaborative spaces, both online and physical, to promote a lifelong desire to learn. We promote information literacy through a robust instruction program that develops the critical thinking and evaluation skills necessary for work and life in the 21st century.

We value **diversity and inclusion** by developing online and physical collections that represent multiple points of views to promote understanding of one's own and others' values. We strive to provide online services and physical spaces that offer equitable access to all users in our worldwide network.

We value **global citizenship** by developing services that promote global understanding and mobility. We provide a broad array of resources that help educate global citizens to strengthen the communities they serve.

#### Plan Overview and Role in Supporting University's Mission and Strategic Plan

The library strategic plan is comprised of seven strategic directions that directly support the university's mission and its strategic plan, *Global Impact for the Next Century*. These strategic directions ensure that we support the university's mission by providing high-quality learning experiences that transform students for global citizenship and individual excellence. Each strategic direction also encompasses the university's strategic themes: global innovation

through inclusive leadership; a global, student-centered experience; a network of academic and operational excellence; and strategic and sustainable development:

- *Direction 1: Promote information literacy and lifelong learning by collaborating with faculty and academic partners to teach information literacy principles and integrate library resources and services into the curriculum.*
- *Direction 2: Provide access to high-quality materials that support the curriculum in all formats and at point of need.*
- *Direction 3: Provide equitable library services to students, faculty, staff, and alumni throughout Webster's worldwide network.*
- *Direction 4: Ensure that the library's virtual presence is meaningful, impactful, and serves users' needs.*
- *Direction 5: Promote inclusive leadership by valuing and empowering library staff.*
- *Direction 6: Promote library engagement with internal and external communities around the world.*
- *Direction 7: Offer physical spaces that support learning and foster collaboration.*

## **Our Planning Process**

Using *Global Impact for the Next Century* as our foundation, the library management team initiated meetings, retreats, surveys, and activities to explore the future of the library for the next five years. Our process included the following activities:

- In September 2015, we invited the chair of the strategic planning committee, Vice Provost Nancy Hellerud, to present "Strategic Planning for the Webster Network." We also invited AVP and Online Learning Center Director, Michael Cottam, and Online Learning Administration & Student Services Manager, Michelle Loyet, to present "Innovation and Strategic Planning."
- The library staff conducted a series of design-thinking activities in fall 2015 and winter 2016.
- In March 2016, we held two staff visioning meetings.
- We conducted user surveys of students, faculty, and university staff in April, 2016 and analyzed the results over the summer.
- We conducted a library staff survey to identify future priorities and reviewed those priorities with the Library Advisory Board in May 2016.
- We held a library management team retreat in August, 2016, to review data from all of these initiatives.
- We shared final priorities at an all-staff meeting in September 2016.
- The management team drafted the following strategic directions in October and November 2016.
- The final draft was shared with the Provost and Senior Vice President in December 2016, and shared with the library staff, the library advisory board, and the Webster community in January 2017.

## Ongoing Activities

Throughout implementation of this strategic plan, the library is committed to continuing the high quality services and resources it provides to Webster's worldwide network of students, faculty, staff, and alumni by librarians and library staff at the Webster Groves campus and at the international campuses. These ongoing activities are critical in fulfilling the mission of Webster University Library and include:

- Ensuring access to library information to our users wherever they are in the world;
- Building and maintaining online and physical collections;
- Collaborating with faculty and academic partners on research initiatives;
- Providing excellent customer service from frontline staff;
- Managing the acquisition, cataloging, and processing of collections in all formats;
- Providing expert assistance with research at our users' point of need;
- Ensuring that library instruction is available to our users anywhere in the world;
- Maintaining inviting and up-to-date physical library space;
- Managing human and financial resources;
- Maintaining consortial and other partnerships that expand access to materials and services;
- Assessing library collections and services for continual quality improvement.

## Strategic directions

*Direction 1: Promote information literacy and lifelong learning by collaborating with faculty and academic partners to teach information literacy principles and integrate library resources and services into the curriculum.*

Actions:

- Expand and develop relationships with faculty and academic partners to integrate library resources and services into the curriculum.
  - *Outcome:* Partner with faculty and reach out to new faculty in liaison areas to further their understanding of and use of library collections and services. Success in this area will be measured by number of faculty events attended as well as a faculty focus group.
  - *Outcome:* Partner with Faculty Development Center and other units to plan and execute the annual Teaching Festival and thrice yearly Faculty Writing Retreats. Collaborate with Global Citizenship Program Committee to plan and execute yearly Global Citizenship Collaboratory. Partner with first year seminar and keystone seminar instructors and coordinators to ensure information literacy skill development for students in these courses. Success in this area will be measured by user survey results on information literacy skill development,

attendance at partnered events, and focus groups of students to measure information literacy skills.

- *Outcome:* Assess library instruction and continue to make changes based upon the assessment. Expand focus of instruction assessment to include additional courses and methods of delivery of instruction including online, embedding, and research guides. Success in this area will be measured by how many classes and students we reach through library instruction and informal faculty feedback on the quality of their students' research.
- Provide online training sessions to meet the needs of our students all over the world.
  - *Outcome:* Collaborate with the international librarians/Online Learning Center (OLC)/Writing Center/Career Planning and Development Center to refine, promote, and deliver the webinar training series to promote student information literacy. Success in this area will be measured using the number of webinars given, the number of attendees and registrants for each webinar, and the number of views each recording of our webinars receives.
- Create learning opportunities to support graduate capstone research.
  - *Outcome:* Enhance and promote Library Capstone Support Series. Success in this area will be measured by views of webinars in the Capstone Support Series, number of reference questions answered about capstone papers or projects, number of views of the Capstone Support Research Guide, and number of individual liaison librarian consultations with capstone students.
- Promote the ethical use of information resources.
  - *Outcome:* Stay abreast of fair use and copyright issues and post guidelines on the public website and incorporate into library instruction. Success in this area will be measured by increases in usage levels of these resources.
- Protect privacy and intellectual freedom at all levels of library usage.
  - *Outcome:* Endorse and follow the American Library Association Code of Ethics. Success in this area will be measured by adherence to best practices in records-retention and track record in avoiding censorship of information sources.

***Direction 2: Provide access to high-quality materials that support the curriculum in all formats and at point of need.***

**Actions:**

- Acquire and promote a globally diverse collection of library resources to benefit our global student body, including materials and databases that promote cultural understanding and diversity of thought.
  - *Outcome:* Ensure students all over the world have equitable access to library resources and services. Success in this area will be measured by collection reviews and collaboration with faculty to discuss curricular needs and changes.
  - *Outcome:* Provide language learning databases and continue to partner with the Office of Study Abroad to encourage students studying all over the world to further their language acquisition. Success in this area will be measured by

interactions with the Office of Study Abroad and usage of our language learning databases.

- *Outcome:* Continue our successful demand-driven eBook purchase program. Success in this area will be measured by an increase in usage.
- Maintain and establish, whenever possible, relationships with other libraries and library consortia, such as the Eden-Webster Library System, MOBIUS, LVIS, and ATLA, in order to gain access to growing collections of resources.
  - *Outcome:* Expand our access to materials via collaboration with other states' consortia. Success in this area will be measured by the growth of the consortia to which we belong. Success will be measured in increased user satisfaction with these services as measured in user surveys.
  - *Outcome:* Leverage, whenever possible, consortial purchasing power. Success will be measured by documentation of consortial discounts for products and services and by increased user satisfaction with these services as measured in user surveys.
  - *Outcome:* Increase the number of libraries which will lend us books and articles for free. Success will be measured by the increase in the number of libraries which participate in these arrangements and by increased user satisfaction with these services as measured in user surveys.
- Ensure that our library materials are findable by providing robust, easy-to-use search platforms.
  - *Outcome:* Through proactive involvement and leveraging of our consortial partnerships, influence vendors to improve their online database offerings, thus providing a higher-quality experience for students. Success in this area will be measured by adoption by vendors of our recommendations, and an increase in satisfaction with online databases in user surveys.
  - *Outcome:* Review the catalog interface and make changes to improve our users' experiences. In cases where the software is lacking, work with consortial partners to encourage the vendor to make enhancements to the software. Success in this area will be measured by number of improvements made, and by an overall increase in usage of print and electronic materials offered through the catalog.
  - *Outcome:* Monitor the landscape of available "discovery" tools designed to enhance the database searching experience. If tools become available that will meet the needs of our users, request funding and purchase a tool. Success in this area will be measured by a record of regular reviews of the available platforms, a successful budget request and implementation, and overall increase in usage following implementation of a discovery platform.

- Support open access initiatives to benefit our users and the scholarly community at large.
  - *Outcome:* Financially support open access projects when feasible. Success will be measured by number of open access projects supported and amount of financial commitment.
  - *Outcome:* Make open access materials available to our users whenever possible. Success will be measured by number of open access collections or materials made available to our users.
  - *Outcome:* Provide open access to university publications when appropriate. Success will be measured by number of university materials made open access (for instance, the Webster International Relations Review).
- Provide a robust platform for sharing and preserving student and faculty research, knowledge creation, and unique collections.
  - *Outcome:* Establish a university-wide committee investigating a Webster University institutional repository to meet the needs of all campuses and online students. Success in this area will be measured by an investigation into different products. After implementation of a repository, success can be measured by number of publications housed within the repository, number of faculty with profiles in the repository, and usage of materials.
  - *Outcome:* Provide access to unique digital collections. Success in this area will be measured by the number of digital resources that are made available and by tracking increased usage of those resources.
  - *Outcome:* Investigate ways to support scholarly communication on campus and for faculty throughout the Webster University network. Success in this area will be measured by events sponsored or held and number of faculty consultations.

***Direction 3: Provide equitable library services to students, faculty, staff, and alumni throughout Webster's worldwide network.***

**Actions:**

- Provide the most robust, responsive, and equitable document delivery and interlibrary loan services possible by staying informed about technological innovations in document delivery and interlibrary loan services and integrating those new technologies whenever possible.
  - *Outcome:* Take advantage of opportunities to encourage vendors to continue to further enhance tools like ILLiad and Reprints Desk. Success in this area will be measured by increases in requests and by a reduction in article and book chapter delivery times.
- Provide a consistent, unified online catalog experience to our users worldwide.
  - *Outcome:* Migrate catalog data for overseas libraries into the catalog in use by the St. Louis campus when feasible. This area will be measured by additional

successful migrations (Ghana and Vienna are already complete) and an increase in satisfaction with library services by users at the overseas campuses.

- *Outcome:* Centralize provision of cataloging services for overseas campuses, when feasible, to leverage the expertise of our St. Louis library staff and to allow library staff at overseas campuses to focus on interaction with and service to users. Success in this area will be measured by number of overseas libraries served, number of items cataloged, and increase in satisfaction with library services by users at the overseas campuses.
- Provide support and resources for faculty mobility, including support of pre-travel course and research, digitization and web services, and robust online teaching and research support during travel.
  - *Outcome:* Develop a comprehensive plan for determining which faculty are planning to travel to teach abroad, when they plan on doing so, and what they will teach. Collaborate with faculty members as soon as possible before they leave their home campus to provide them with what they need. Success in this area will be measured by number of faculty we assist and a faculty focus group.
- Collaborate with the Accessibility Committee, the Academic Resource Center, Facilities Operations, and other academic stakeholders, to continuously evaluate our facilities, collections, tools, and services in order to ensure that each is as accessible to users with disabilities as possible.
  - *Outcome:* Attend monthly meetings of the accessibility committee during which all of these stakeholders meet to discuss our users' ongoing needs and challenges and then take the appropriate steps to best meet those needs and mitigate or eliminate those problems. Success in this area will be measured through focus group feedback.
  - *Outcome:* Continue to make online orientations and other training and instructional videos available with closed captioning. Monitor existing and developing technologies for new software and other tools which we can use to help enhance accessibility. Success in this area will be measured by views of closed captioned online videos.
- Provide support for international students studying at our campuses and the staff who recruit and support these students including the Office of Admissions, English as a Second Language (ESL), and the Multicultural Center and International Student Affairs (MCISA).
  - *Outcome:* Hold quarterly meetings with staff from these units in order to determine our students' needs. Develop action plans. Success will be measured by number of meetings held and number of students reached.
  - *Outcome:* Co-present programs for international students on plagiarism prevention, research skills, and citation with the ESL Coordinator and Writing Center Coordinator. Success will be measured by number of programs and number of attendees.

- *Outcome:* Provide job opportunities in the library for international students. Success in this area will be measured the number of international students employed.
- Strive to provide 24/7 assistance in order to best meet the needs of our students, faculty, and staff worldwide.
  - *Outcome:* Subscribe to a service that offers 24/7 chat research help from librarians who assist our users when the reference desk is closed. Success of this service can be measured by looking at the number of questions answered by librarians from this service. Reference services will continue to monitor the landscape to ensure we are using the best product for our users.
  - *Outcome:* Investigate the viability of unmediated interlibrary loan service(s). Success will be measured in this area through documentation of the investigation and supporting recommendations.

***Direction 4: Ensure that the library's virtual presence is meaningful, impactful, and serves users' needs.***

**Actions:**

- Engage in a review of the library's virtual presence as part of our annual collection review cycle.
  - *Outcome:* Conduct a review our virtual presence and establish a timeline for future reviews. Examine our website, databases, catalog, research guides, FAQ and Ask a Librarian services, our presence on external websites, our presence on university websites, and more. Success will be measured by a report and/or presentation of our work compiled or given to library staff and included in our annual report.
- Maintain a robust social media presence in order to engage with our users.
  - *Outcome:* Continue a social media presence that includes relevant social media platforms. These may include Facebook, twitter, YouTube, or a blog. Work with other university staff on a Webster University Social Media Users Group. Success in this area can be measured by number of likes/followers, number of posts, and creation of a social media best practices document for library staff.
- Complete the upgrade of the library's web site, including a move to responsive design to align with developments in technology and to make the user experience more seamless.
  - *Outcome:* Convert all relevant library webpages to new templates and complete user testing and focus groups to ensure our patrons can easily navigate our new website. Success in this area will be measured by completion of the transition to the new website, page and website views, and focus group reports.



## *Direction 5: Promote inclusive leadership by valuing and empowering library staff.*

### Actions:

- Encourage and support professional development in order to support life-long learning, community engagement, and continual quality improvement.
  - *Outcome:* Provide full time professional degreed librarians with the opportunity to attend one professional conference per year. Success is measured by the number of conferences librarians attend and presentations or poster sessions given at these conferences.
  - *Outcome:* Promote and support a wide variety of professional activities. Success in this area will be measured by the number of memberships in professional organizations, leadership in these organizations, and professional publications authored by library staff.
  - *Outcome:* Offer professional development opportunities to those staff who are not able to attend conferences by bringing in speakers and providing access to online training. Success will be measured by the number of training sessions attended, number of attendees, and staff evaluations of the quality and relevance of the training.
  - *Outcome:* Facilitate and encourage interdepartmental training as a tool for staff development. Success will be measured by the number of times staff cross-train with or work in other departments.
- Use enhanced communication to promote staff morale, innovation, and continual quality improvement.
  - *Outcome:* Continue to hold cross-departmental meetings in order to foster collaboration and gain better understanding of each other's work. Success will be measured by number of meetings held and documentation on how this additional communication results in efficiencies and improved service to our users.
  - *Outcome:* Hold a series of all-staff meetings for staff to learn about and work on key issues together. Success will be measured in number of meetings held and activities inspired by or acted upon in these meetings.
- Promote a diverse staff workforce.
  - *Outcome:* As vacancies become available, follow best practices for attracting a diverse candidate pool. Success in this area will be measured through the inclusion of staff who are diverse in talent, thought, and backgrounds.
- Create meaningful experiences for our student workers by focusing on instances where they can lead or manage projects to build their confidence and their connection with the university.
  - *Outcome:* Document these experiences and develop a standard evaluation tool which we can use to measure our student employees' overall satisfaction with

their experiences in the library. Success will be measured by number of experiences and student evaluation of these experiences.

- *Outcome:* Explore a partnership with the Career Planning and Development Center to equip our student workers with resume language to fully describe the skills they gain from working at the library. Success in this area will be measured by number of workshops given to student workers and number of attendees.

***Direction 6: Promote library engagement with internal and external communities around the world.***

**Actions:**

- Analyze data collected from our library survey and usage statistics to determine library resources and services that are frequently used and important to our users.
  - *Outcome:* Continue initiatives that support users' resource and service needs as identified in survey. Use this information for library instruction, library service priorities, and outreach. Success in this area will be measured by the library instruction survey instrument and future library surveys and usage reports.
- Study data collected from library survey and other sources such as the Office of Institutional Effectiveness (OIE) to determine students' perceptions of the library's impact on their academic success.
  - *Outcome:* Market resources and services that support students' academic success. Success in this area will be measured by the survey instrument and OIE reports.
- Analyze data collected from reference and research queries to determine which campuses need additional support.
  - *Outcome:* Analyze campus or location, program, and course information collected from students who ask for research help. Use this information for outreach, marketing, and/or targeted mailings. Success in this metric will be measured by number of contacts with specific campuses.
- Co-sponsor a faculty research event to promote faculty research and scholarship at Webster University.
  - *Outcome:* Co-host an annual event or series of events showcasing research by faculty who have won the Provost Research Grants. Success will be measured by attendance at the event and number of faculty who participate.
- Enhance marketing campaigns to faculty, staff, and students.
  - *Outcome:* Engage with our users through email, social media, and other university channels to promote online presentations and other library events and services. Success in this area will be measured by number of emails sent, attendance at events, and a focus group of extended campus faculty, staff, and students.
- Engage with and lead local, state, national, and international library professional development groups.

- *Outcome:* Participate in and take leadership positions within St. Louis-area library professional development groups and groups at the state, national, and/or international level. These may include the St. Louis Regional Library Network, Gateway Library Instruction Conference, Association of St. Louis Archivists, and Bridges Catalogers. Success in this area will be measured by number of Webster University librarians participating in groups and events.
- Facilitate and host bi-monthly meetings of the Webster University Book Club.
  - *Outcome:* Host bimonthly meetings of the Webster University Book Club and provide the infrastructure for book selection and purchase. Success in this area will be measured in the number of book club meetings held.
- Promote the library at events for current and potential students.
  - *Outcome:* Engage with potential students and parents during Admissions Preview days. Examine other potential venues for promotion. Success in this area will be measured by the number of events we attend.
- Promote library resources to faculty and staff to benefit university processes across the network.
  - *Outcome:* Maintain, improve, and promote the “Recruiting students using library resources” webinars and "Recruiting students” research guide. Success in this area will be measured by the number of webinar attendees and views of the webinar recordings and research guide.
- Support university sustainability efforts with library resources and services.
  - *Outcome:* Collaborate with the university’s sustainability coordinator to provide support for education on sustainability topics by updating the sustainability research guide on the library’s web site, creating a display of library materials supporting sustainability efforts, and hosting a book club session (including participants at international campuses) to discuss a book on a sustainability topic. Success in this area will be measured by number of sustainability outreach efforts conducted by the library.

***Direction 7: Offer physical spaces that support learning and foster collaboration.***

**Actions:**

- Redesign electronic classroom to meet user learning needs.
  - *Outcome:* Redesign the classroom to offer more flexibility for teaching and learning. Success in the area will be measured by improvement in library instruction assessment data.
- As collections shrink, evaluate available space, solicit user input regarding needs, and investigate funding possibilities for reuse of space.
  - *Outcome:* Investigate options including replacing café furniture with booths, counters, or tables with leaves; adding modular or glass study rooms; creating a total silence study space; adding lounge furniture; providing moveable furniture in group study rooms; and repurposing selected areas in the library. Success in

this area will be measured through focus groups and/or surveys following redesign of spaces.

- Enhance library technology to keep pace with changing user needs.
  - *Outcome:* With the Office of Information Technology, ensure that IT infrastructure supports new collection formats such as streaming media, data visualization, etc. Investigate new devices that may enhance user access. Success in this will be measured by ease of access and user satisfaction.