Amelia V. Gallucci-Cirio Library
Assessment Plan
2022-2026

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FITCHBURG STATE UNIVERSITY
AMELIA V. GALLUCCI-CIRIO LIBRARY

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Introduction

Fitchburg State University is a mid-sized state university located in Fitchburg, Massachusetts. In the Fall of 2021, student enrollment was 4,170 FTE with an undergraduate enrollment of 2,736 FTE and graduate enrollment of 1,434 FTE. Fitchburg State offers baccalaureate and masters degrees with many different concentrations. The University is:

> committed to excellence in teaching and learning and blends liberal arts and sciences and professional programs within a small college environment. Our comprehensive public university prepares students to lead, serve, and succeed by fostering lifelong learning and civic and global responsibility. A Fitchburg State education extends beyond our classrooms to include residential, professional, and co-curricular opportunities. As a community resource, we provide leadership and support for the economic, environmental, social, and cultural needs of North Central Massachusetts and the Commonwealth (Fitchburg State University Mission).

The Amelia V. Gallucci-Cirio Library plays a critical role in helping the University achieve its mission by providing relevant collections that support the University's curriculum and research by faculty, staff, and students. This work creates an environment that supports individual and group study, and develops easy, efficient, and innovative ways to connect users with our resources.

As such, the Library must be able to respond nimbly and strategically to maximize its resources and services to accommodate changing economic circumstances, University priorities, and student body demographics over the next several years. The Library's mission is to:

> [support] the teaching and scholarship mission of Fitchburg State University by providing a dynamic and collaborative learning space, both physically and virtually. Actively developing, maintaining, and creating accessible collections with evolving services is essential to this mission (Library Mission Statement).

To do this, the Library must continually assess its services, resources, and spaces to ensure that our collective efforts are supporting the University's mission, and providing a physical and online environment that supports student success.

The Planning Process

At the request of the Dean of the Library, the Assessment Planning Team (APT) was formed in November 2020 to develop a comprehensive 3-5 year assessment plan. The Dean charged the team with the following:

Charge: Develop a sustainable assessment plan in a collaborative process that includes the input of librarians and also all staff as departmental members. This group will also make a recommendation of the composition and function of a future library assessment team.

First Year Deliverables: Documents may include, but are not be limited to:

- Literature review (short) of best practices and standards in academic libraries on assessment.
- Draft of an assessment plan that will be presented to library staff for feedback and then modified to include the feedback. This plan will have a 3-5 year timeline for the work, with the prioritizing of initiatives.
- This group will also make a recommendation on the composition and functionality of a future library assessment team to put the plan into operation.

Time Period: the team will serve through the 2022 academic year.

When the team met for the first time, they developed the following timeline

Timeframe	Activity	Persons involved
November - December 15, 2021	Read articles & review plans & Identify additional resources	Assessment Team
November - December 15, 2021	Identify areas for assessment (broad departmental areas and potential assessments for them)	Assessment Team
January 1-14, 2022	Preliminary data / meeting prep / schedule meetings	Assessment Team
January 15-31, 2022	Outreach and meet with department to ID areas they want to assess (lay groundwork, explain assessment and what we might expect from them)	Assessment Team Library Staff
February 1-14, 2022	Preliminary data

Department thinks about what they want to assess | Assessment Team Library Staff |

February 15-28, 2022	Follow-up meeting with departments to confirm areas they want to assess	Assessment Team Library Staff
March 2022	Layout the plan and prioritize areas to assess	Assessment Team
April 1, 2022	Share solid first draft with library	Assessment Team
April 2022	Solicit feedback from library staff	Assessment Team Library Staff
May 15, 2022	Final draft of assessment plan	Assessment Team Library Staff
May 15, 2022	Recommend a composition and functionality of a future library assessment team to operationalize the plan	Assessment Team

After reviewing the existing literature on developing library assessment plans, the team developed a "position description" for the Library which outlined all of the activities, services, and functions that the Library performs. The goal of this document was to provide library staff with ideas for areas that could be assessed.

From the outset, two primary goals for the team were to have participation from all employees, and to create an environment of transparency. The assessment plan is not APT's plan but rather the Library's plan. APT wanted to hear library employees' ideas and priorities for assessment. APT held an initial meeting with all library staff to introduce them to the process for developing the assessment plan. APT then met with ten department and functional teams to brainstorm areas for assessment. Following that initial meeting, the departments and teams were asked to meet as a group to identify areas they wanted to assess and flesh out their ideas by identifying stakeholders, data needs and potential processes. APT met with each again where steps to complete the assessment and timelines were established. Notes from all team meetings were kept in a shared Google Drive folder, where all library employees could review the work that other teams were doing, and see where their assessment goals may overlap.

After these meetings, APT met to develop the first draft of the Assessment Plan which was presented to all staff for feedback at the April 2022 Library Staff Meeting. Following their feedback, the plan was finalized with assessment implementation to begin in Spring and Summer 2022.

While each team or department is responsible for executing their assessment goals, there will be a standing agenda item at the Library's Strategic Directions bi-weekly meetings to discuss assessment projects. This forum will allow the lead person from each team and department to provide updates, seek feedback, and discuss any issues they may be facing.

As assessments are undertaken by each department, data collected and final reports will be stored in the Library Assessment Plan Google Drive Folder.

Departmental Assessment Goals

Department/Team	Goals
Administration	1. Create a culture of supportive continuous learning among Library employees. 2. Review budget allocations to ensure the Library is a good steward of state and university financial resources.
Archives	1. Conduct a collection analysis to determine representation within the collection. 2. Prioritize the digitization of collections. 3. Assess the research services and instruction–how does research help out of the archive interact with the rest of the research help program/rest of the library?
Facilities & Spaces	1. Review signage in the Library to ensure that users can navigate the building with ease. 2. Evaluate use of Library space to ensure that we are utilizing it in the most effective way to serve our users.
Information Literacy & Instruction	1. Standardize & implement goals for first year of Information Literacy Curriculum (FYE, W1, and W2). 2. Library Research 101 tutorials: How are they viewed? What is their purpose according to faculty? What is their usefulness to students? 3. Assess the efficacy of embedded librarian program for undergraduate and graduate courses.
Liaison Program	1. Increase engagement with academic departments.

Outreach & Social Media	1. Assessment of Library social media and its tangible outcomes, including Library use of social media and audience interaction with accounts. 2. Assessment of personal librarian program.
Public Services	1. Assess Study Room usage to ensure that it is meeting student needs. 2. Advertising resources/services/information provided at the Public Services desk.
Research Help	1. Assess the current reference model & research appointments. 2. Assess the 24/7 chat service vs. FSU Library chat. 3. Improve usability of library guides.
Systems	1. Assess the efficacy of the staff user interfaces of the new systems after the Alma/Primo and Digital Asset Manager implementations. 2. Assess the efficacy of the front facing interfaces of the new systems for the FSU community users after the Alma/Primo implementation. 3. Assess the overall efficacy of the library systems architecture (holistic analysis of system/staff workflows and integration).
Technical Services	1. Review the overall resource availability allocation by discipline (books, ebooks, periodicals, databases, streaming videos). 2. Evaluation of the resource availability and use of ebooks vs. print books (include break out by discipline preference). 3. Assess the communication strategies for new purchases.
Website	1. Assess User Accessibility and Experience.

Assessment Goals by Department or Functional Team

Administration

Team Members: Jacalyn Kremer (lead) and Tyler Sullivan

Goals

Goal 1: Create a culture of supportive continuous learning among Library employees.

> **Step 1**: Conduct an organizational climate survey. (Spring 2023)
>
> **Step 2:** Establish Core Competencies and Expectations within teams as well as organization-wide. (Summer 2023 and Fall 2023)
>
> **Step 3:** Identify gaps in core competencies. (Spring 2024)
>
> **Step 4**: Develop a library wide professional development plan. (Summer 2024)
>
> **Step 5:** Implement professional development plan. (Fall 2024)
>
> **Step 6:** Re-evaluate core competencies to see where gaps have been filled and areas that continue to need more development. (Summer 2025)
>
> **Step 7:** Conduct an organizational climate survey. Re-evaluate and close the loop. (Fall 2025)

Goal 2: Review budget allocations to ensure the Library is a good steward of state and university financial resources.

> **Step 1:** In collaboration with Technical Services, assess the overall resource allocation by discipline (books, ebooks, periodicals, databases, streaming video). (Fall 2023)
>
> **Step 2:** Review usage statistics of library resources. (Spring 2024)
>
> **Step 3:** Continue to monitor all aspects of the Library budget to ensure monies are responsibly spent. (Spring 2024)
>
> **Step 4**. Make budgetary adjustments as needed. (Spring 2024)
>
> **Step 5.** Repeat steps 2-4 annually.

Archives

Team Members: Asher Jackson (Lead), Joanne Dennis, Linda LeBlanc, and Sherry Packard

Goals

Goal 1: Conduct a collection analysis to determine representation within the collection.

> **Step 1**: Collect data about existing collections, current and historic student demographics, and sister institutions (Digital Commonwealth). (Summer 2023)
>
> **Step 2**: Data analysis–internal percentage analysis of subject coverage, benchmark analysis. (Fall 2023 & Spring 2024)
>
>> If historic student population data isn't available, Fitchburg population could be used.
>
> **Step 3**: Identify gaps in the historical collection we aim to fill, and information we aim to collect moving forward. (Summer 2025)
>
> **Step 4**: Develop plan to systematically gather materials from current Fitchburg affiliates. (Fall 2025)
>
> **Step 5**: Develop a system of tagging to aid in discoverability of new materials. (Spring 2026)
>
> **Step 6**: Apply tagging system to incoming archival materials. (Spring 2026-onwards)
>
> **Step 7**: Develop review plan for future assessment of alignment. (Summer 2026-Fall 2026)

Goal 2: Prioritizing digitization of collections.

> **Step 1:** Identify collections to be digitized based on information learned in Goal 1. (Fall 2024)
>
> **Step 2**: Assess availability of funding, staffing, etc. towards digitization. Develop a digitization plan. (Ongoing)
>
> **Step 3**: Implement workflow and digitize the collection. (Ongoing)
>
> **Step 4**: Evaluate usage data on newly digitized collections. (Ongoing)

Goal 3: Assess the research services and instruction–how does research help out of the archive interact with the rest of the research help program/rest of the library?

Step 1: Assess current knowledge, use, and desired use of current staff. (Summer 2023)

Step 2: Analyze data, identify knowledge gaps for training. (Fall 2023)

Step 3: Develop training for relevant departments on workflows/knowledge. (Spring 2024)

Step 4: Implement training. (Summer 2024)

Step 5: Reassess. (Summer 2025)

Facilities & Space

Team Members: Connie Strittmatter (Lead), Kelly Boudreau, Jacalyn Kremer, and Lori Steckervetz

Goals

Goal 1: Review signage in the Library to ensure that users can navigate the building with ease.

> **Step 1**: Inventory of signage. (Spring 2023)
>
> **Step 2**: Student exercise on navigating the library without help. (Fall 2023)
>
> **Step 3**: Analyze data. (Spring 2024)
>
> **Step 4:** Develop and change new signage as needed. (Summer 2024)
>
> **Step 5**: Conduct student exercise on navigating library. (Spring 2025)
>
> **Step 6.** Make changes as necessary and close the loop.(Summer 2025)

Goal 2: Evaluate use of Library space to ensure that we are utilizing it in the most effective way to serve our users.

> **Step 1**: Informal data gathering, including QR codes with surveys, patron counts, and white boards surveys. (Spring 2022 and Fall 2022)
>
> **Step 2**: Identify partners and information about their space needs. (Fall 2022)
>
> **Step 3**: Hire a Space Consultant who specializes in Academic Libraries to evaluate our space. (Summer 2023 - Summer 2024)
>
> **Step 4**: Implement changes based on the outcome of consultant visits and data collection. (Summer 2024)

Information Literacy & Instruction

Team Members: Renée Fratantonio (Lead), Olivia Rossetti, Lori Steckervetz

Goals

Goal 1: Standardize & implement goals for first year of Information Literacy Curriculum (FYE, W1, and W2).

Work is currently being done by the GenEd Assessment group to devise tool for information literacy assessment

Step 1: Standardize outcomes for FYE, W1 & W2. (Summer 2022)

Step 2: Implement standardization. (Fall 2023)

Step 3: Assess outcomes using developed rubrics. (Summer 2024 - Fall 2024)

Step 4: Make adjustments.(Spring 2025)

Step 5: Reassess.(Summer 2026)

Goal 2: Library Research 101 tutorials: How are they viewed? What is their purpose according to faculty? What is their usefulness to students?

Step 1: Survey of faculty using the tutorials. (Spring 2022)

Step 2: Survey of students who have completed the tutorials in FYE/Writing, compare completion rates. (end of Fall 2022)

Step 3: Analyze data. (Spring 2023)

Step 4: Make adjustments to tutorials. (Adjustments over summer 2023)

Step 5: Reimplement tutorials. (Fall 2023)

Step 6: Reassess tutorials. (Spring 2026)

Goal 3: Embedded librarian program for undergraduate and graduate courses.

Step 1: Literature review. (Summer 2023)

Step 2: Discussion of what other libraries are doing. (Fall 2023)

Step 3: Review of what we are currently doing. (Spring 2024)

Step 4: Make changes to existing program–standardize model and language. (Summer 2024)

Step 5: Implement new embedded librarian model. (Fall 2024)

Step 6: Assessment of the new embedded librarian model. (Summer-Fall 2025)

Liaison Program

Team Members: Renée Fratantonio and Connie Strittmatter

Goals

Goal 1: Increase engagement with academic departments.

> **Step 1**: Conduct self-assessment of liaison librarians. Design faculty survey. (Summer/Fall 2022)
>
> **Step 2**: Individual and collective changes to be made within the liaison program. Identify obstacles etc. (Spring-Summer 2023)
>
> **Step 3**: Implement a change. (Fall 2023)
>
> **Step 4**: Let it sit for a year.
>
> **Step 5**: Do self-assessment of liaison librarians and faculty survey again. (Winter 2024)
>
> **Step 6**: Close the loop; make changes again if needed. (Spring 2025)

Outreach & Social Media

Team Members: Lori Steckervetz (lead), Kelly Boudreau, Renée Fratantonio, Asher Jackson, and Olivia Rossetti

Goals

Goal 1: Assessment of Library social media and its tangible outcomes, including Library use of social media and audience interaction with accounts.

> **Step 1**: Preliminary content analysis. (Spring 2022)

> **Step 2**: Develop preliminary social media plan. (Summer 2022)

> **Step 3**: Content analysis of Library social media accounts starting with strategic social media use. (Fall 2022-Spring 2023)

> **Step 4**: Survey of stakeholder opinions and interactions with social media accounts. (Late Spring 2023)

> **Step 5**: Develop formalized social media outreach strategies, based on outcomes from content analysis. (Summer 2023)

> **Step 6**: Implement social media plan. (Fall 2023)

> **Step 7**: Let plan take effect. (Fall 2023-Spring 2024)

> **Step 8**: Reassess and close the loop. (Summer 2024)

Goal 2: Assessment of personal librarian program.

> **Step 1**: End-of-year survey in personal librarian email asking for student opinions of the program. (Spring 2022)

> **Step 2**: Lit. review of best practices of personal librarian programs/FY outreach programs. (Summer/Fall 2022)

> **Step 3**: Survey data regarding how students (particularly FY students) want to hear from the Library. (Late Spring 2023)

> **Step 4**: Implement updates to the program. (Fall 2023)

> **Step 5**: Survey participants in personal librarian program. (Spring 2024)

> **Step 6**: Reassess and close the loop. (Summer 2024)

Public Services

Team Members: Kelly Boudreau (Lead), Jodie Lawton, Sarah Gilbert, Dominic Carranza, Robin Bourgault, Holly Penttila, and Sabrina Bonetti

Goals

Goal 1: Assess Study Room usage.

      Step 1: Analyze existing data. (Summer 2022)

      Step 2: Gather additional data. (Fall 2022-Spring 2023)

      Step 3: Analyze newly gathered data. (Summer 2023)

      Step 4: Implement change based on the data trends. (Fall 2023)

      Step 5: Reassess. (Summer 2024)

Goal 2: Advertising resources/services/information provided at the Public Services desk (in collaboration with the Outreach and Social Media team).

      Step 1: Analyze existing data for tech lending library, reserves, art kits, and office supplies. (Summer 2023)

      Step 2: Survey faculty and students for preferred communication methods. (Fall 2023)

      Step 3: Analyze data and develop campaign strategy. (Summer 2024)

      Step 4: Implement strategy (campaign). (Fall 2024)

      Step 5: Reassess. (Summer 2025)

Research Help

Team Members: Sherry Packard (Lead), Olivia Rossetti, Lori Steckervetz, and Connie Strittmatter

Goals

Goal 1: Assess the current reference model & research appointments.

    Step 1: Review RHD and research appointments. (Summer 2022)

    Step 2: Review university statistics on student enrollments and modality. (Summer 2022)

    Step 3: Brainstorm ideas to maximize service with minimal staff. (Summer 2022)

    Step 4: Implement new (or existing) research help model. (Fall 2022)

    Step 5: Reassess effectiveness of research help model. (Summer 2023**)**

Goal 2: Assess the 24/7 chat service vs. FSU Library chat

    Step 1: Review chat transcripts and collect statistics on use. (Summer 2022)

    Step 2: Develop follow-up survey of students who used 24/7 vs. FSU chat. (Summer 2022)

    Step 3. Implement follow-up surveys. (Fall 2022)

    Step 4: Analyze data and make recommendations. Report findings to Academic Departments, SGOCE, Student Support Services, etc. (Spring 2023)

    Step 5: Implement changes if needed. (Summer 2023)

    Step 6: Reissue follow-up survey. (Spring 2024)

    Step 7: Analyze Results, and close the loop. (Summer 2024)

Goal 3: Improve usability of library guides

    Step 1: Review existing literature on UX with LibGuides. (Fall 2022)

    Step 2: Collect usage data. (Fall 2022)

Step 3: Establish local best practices, communication plan for faculty, and scheduled update maintenance. (Fall 2022-Spring 2023)

Step 4: Review and update LibGuides to see what changes should be made. Retire ones that are no longer relevant. (Summer 2023, finish in Fall 2023)

Step 5: Review usage data and conduct local UX work to see if changes are working for students and faculty. (Spring 2025)

Step 6: Reevaluate and close the loop. (Summer 2025)

Systems

Team Members: Linda LeBlanc, (Lead), Asher Jackson, Jackie Kremer

Goals

Goal 1: Assess the efficacy of the staff user interfaces of the new systems after the Alma/Primo and Digital Asset Manager implementations.

> **Step 1:** Collect staff opinions/feedback on the new Alma/Primo system interfaces. (Spring 2023; beginning February)

> **Step 2:** Analyze data/feedback, identify any issues, implement changes if any. (Summer 2023)

> **Step 3:** Collect staff opinions/feedback on the new Digital Asset Manager system. (Fall 2023)

> **Step 4:** Analyze data/feedback on the new Digital Asset Manager system, identify any issues, implement changes if any. (Spring 2024)

Goal 2: Assess the efficacy of the front facing interfaces of the new systems for the FSU community users after the Alma/Primo implementation.

> **Step 1:** Collect university (students, faculty, etc.) opinions/feedback on the new Primo system interface–Coordinate with Website Assessment Team. (Spring 2023; beginning April)

> **Step 2:** Analyze data/feedback, identify any issues, implement changes if any. (Summer 2023)

> **Step 3:** Collect university (students, faculty, etc.) opinions/feedback on changes to the Primo system interface–Coordinate with Website Assessment Team. (Spring 2024)

> **Step 4:** Analyze data/feedback, identify any issues, implement changes if any. (Summer 2024)

Goal 3: Assess the overall efficacy of the library systems architecture (holistic analysis of system/staff workflows and integration).

> **Step 1:** Design a new Library Systems Diagram. (Summer 2023)

> **Step 2:** Design process for library departmental and staff workflow analysis. (Fall 2023/Spring 2024)

Step 3: Assess the library systems architecture and integration using the diagram from step one in conjunction with conducting the library departmental and staff workflow analysis. (Summer 2024 through Spring 2025)

Step 4: Identify system architecture gaps/issues that can be resolved within the existing systems and implement changes; if any cannot be resolved, note them for follow up for potential outside solutions to recommend for consideration. (Summer 2025)

Step 5: Re-evaluate (Summer 2026)

Technical Services

Team Members: Asher Jackson (Lead), Robin Bourgault, Joanne Dennis, Melanie Nichols

Goals

Goal 1: Review the overall resource availability by discipline (books, ebooks, periodicals, databases, streaming videos)

> **Step 1**: Collect resource allocations, using print/ebooks, databases, streaming media, print journals. (Summer 2022)

> **Step 2**: Identify method for ideal resource allocation (% of students in major, etc.). (Fall 2022)

Goal 2: Evaluation of the resource availability and use of ebooks vs. print books (include break-out by discipline preference)

> **Step 1**: Collect existing data on DDA/EBA usage, subscription databases, and librarian orders. Data on percentage of courses hybrid, online, and in-person. (Summer 2022)

> **Step 2**: Conduct survey of ebook vs print book preferences (preference, download, view, etc.). (Spring 2023)

> **Step 3**: Analyzing survey results in combination with the data that is collected. (Summer 2023)

> **Step 4**: Make and implement recommendations. (Fall 2023-Spring 2024)

> **Step 5**: Collect data/survey to determine whether changes were effective. (Summer-Fall 2024)

> **Step 6**: Implement further changes if needed. (Summer 2025)

Goal 3: Assess the communication strategies for new purchases

> **Step 1**: Survey other schools about their communication practices. Survey faculty and librarians. (Fall 2023)

> **Step 2**: Decide on communication strategy(ies) and implement. (Spring 2024)

> **Step 3**: Resurvey faculty and librarians on knowledge of new resources. (Spring 2025)

> **Step 4**: Close the loop and implement new changes as needed. (Summer 2025)

Website

Team Members: Connie Strittmatter (Lead), Linda LeBlanc, Oliva Rossetti, and Lori Steckervetz

Goals

Goal 1: Assess user accessibility and experience

> **Step 1**: Collect existing website data & identify what data is missing and needs to be collected. (Spring/Summer 2022)
>
> **Step 2**: Conduct surveys and focus groups about usability of library website. (Spring 2023)
>
> **Step 3.** Conduct UX survey with students to learn how they navigate the website. (Spring 2023)
>
> **Step 4**: Implement changes to website. (Summer 2023)
>
> **Step 5**: Assess website after changes made. (late Spring 2024)
>
> **Step 6**: Re-evaluate. (Summer 2024)

Appendix A: Master Assessment Timeline

Semester	Task
2022 - Spring	**Facilities 2:** Informal data gathering, including QR codes with surveys, patron counts, and white boards surveys. **Instruction 2:** Survey of faculty using the tutorials. **Outreach 1:** Preliminary content analysis. **Outreach 2:** End-of-year survey in personal librarian email asking for student opinions of the program. **Website 1:** Collect existing data & what is missing.
2022 - Summer	**Instruction 1:** Standardize outcomes for FYE, W1 & W2. **Liaison 1:** Do self-assessment of liaison librarians. Design faculty survey. **Outreach 1:** Develop preliminary social media plan. **Outreach 2:** Lit review of best practices of personal librarian programs/FY outreach programs. **Public Services 1:** Analyze existing data. **Research Help 1:** Review RHD and research appointments. **Research Help 1:** Review university statistics on student enrollments and modality. **Research Help 1:** Brainstorm ideas to maximize service with minimal staff. **Research Help 2:** Review chat transcripts and collect statistics on use. **Research Help 2:** Develop follow-up survey of students who used 24/7 vs. FSU chat. **Tech Services 1:** Collect resource allocations, using print/ebooks, databases, streaming media, print journals. **Tech Services 2:** Collect existing data on DDA/EBA usage, subscription databases, and librarian orders. Data on percentage of courses hybrid, online, and in person. **Website 1:** Collect existing data & what is missing.

2022 - Fall	**Archives 1:** Collect data about existing collections, current and historic student demographics, and sister institutions (Digital Commonwealth).
	Facilities 2: Informal data gathering, including QR codes with surveys, patron counts, and white boards surveys.
	Facilities 2: Identify partners and information about their space needs.
	Instruction 1: Implement standardization.
	Instruction 2: Survey of students who have completed the tutorials in FYE/Writing, compare completion rates (late Fall).
	Liaison 1: Do self-assessment of liaison librarians. Design faculty survey.
	Outreach 1: Content analysis of Library social media accounts starting with strategic social media use.
	Outreach 2: Lit review of best practices of personal librarian programs/FY outreach programs.
	Public Services 1: Gather additional data.
	Research Help 1: Implement new (or existing) research help model.
	Research Help 2: Implement follow-up survey.
	Research Help 3: Review existing literature on UX with LibGuides.
	Research Help 3: Collect LibGuide usage data.
	Research Help 3: Establish local best practices, communication plan for faculty, and scheduled update maintenance.
	Tech Services 1: Identify method for ideal resource allocation (% of students in major, etc.).
2023 - Spring	**Admin 1:** Conduct an organizational climate survey.
	Facilities 1: Inventory of signage.
	Instruction 2: Analyze data.
	Liaison 1: Individual and collective changes to be made within the liaison program. Identify obstacles etc.
	Outreach 1: Content analysis of Library social media accounts starting with strategic social media use.

	Outreach 1: Survey of stakeholder opinion and interaction with social media accounts. **Outreach 2:** Survey data regarding how students (particularly FY students) want to hear from the Library. **Public Services 1:** Gather additional data. **Research Help 2:** Analyze data and make recommendations. Report findings to Academic Departments, SGOCE, Student Support Services, etc. **Research Help 3:** Establish local best practices, communication plan for faculty, and scheduled update maintenance. **Systems 1:** Collect staff opinions/feedback on the new Alma/Primo system interfaces (beginning February). **Systems 2:** Collect university (students, faculty, etc.) opinions/feedback on the new Primo system interface - Coordinate with Website Assessment Team (beginning April). **Tech Services 2:** Conduct survey of ebook vs print book preferences (preference, download, view, etc). **Website 1:** Survey/Focus Groups. **Website 1:** Conduct UX with students to learn how they navigate the website.
2023 - Summer	**Admin 1:** Establish Core Competencies and Expectations within Teams as well as Organization-wide. **Archives 1:** Collect data about existing collections, current and historic student demographics, and sister institutions (Digital Commonwealth). **Archives 3:** Assess current knowledge, use, and desired use of current staff. **Facilities 2:** Hire a space consultant who specializes in academic libraries to evaluate library space. **Instruction 2:** Make adjustments to tutorials. **Instruction 3:** Literature review. **Liaison 1:** Individual and collective changes to be made within the liaison program. Identify obstacles etc. **Outreach 1:** Develop formalized social media outreach strategies, based on outcomes from content analysis.

	Public Services 1: Analyze newly gathered data.
	Public Services 2: Analyze existing data.
	Research Help 1: Reassess effectiveness of research help model and close the loop.
	Research Help 2: Implement changes if needed.
	Research Help 3: Establish local best practices, communication plan for faculty, and scheduled update maintenance.
	Research Help 3: Review and update LibGuides to determine which changes should be made. Retire old guides that are no longer relevant.
	Systems 1: Analyze data/feedback, identify any issues, implement changes if any.
	Systems 2: Analyze data/feedback, identify any issues, implement changes if any.
	Systems 3: Design a new Library Systems Diagram.
	Tech Services 2: Analyzing survey results in combination with the data that is collected.
	Website 1: Implement changes to website.
2023 - Fall	**Admin 1:** Establish Core Competencies and Expectations within Teams as well as Organization-wide.
	Admin 2: In collaboration with Technical Services, assess the overall resource allocation by discipline (books, ebooks, periodicals, databases, streaming video).
	Archives 1: Data analysis–internal percentage analysis of subject coverage, benchmark analysis.
	Archives 3: Analyze data, identify knowledge gaps for training.
	Facilities 1: Students exercise on navigating the library without help.
	Instruction 2: Reimplement tutorials.
	Instruction 3: Discussion of what other libraries are doing.
	Liaison 1: Implement changes to liaison program.
	Outreach 1: Implement social media plan.
	Outreach 2: Implement updates to the program.

	Public Services 1: Implement change based on the data trends. **Public Services 2:** Survey faculty and students for preferred communication methods. **Research Help 3:** Establish local best practices, communication plan for faculty, and scheduled update maintenance. **Research Help 3:** Review and update LibGuides to determine which changes should be made. Retire old guides that are no longer relevant. **Systems 1:** Collect staff opinions/feedback on the new Digital Asset Manager system. **Systems 3:** Design process for library departmental and staff workflow analysis. **Tech Services 2:** Make recommendations and implement them. **Tech Services 3:** Survey other schools about their communication practices. Survey faculty and librarians.
2024 - Spring	**Admin 1:** Identify gaps in core competencies. **Admin 2**: Review usage statistics of library resources. **Admin 2:** Continue to monitor all aspects of the Library budget to ensure monies are responsibly spent. **Admin 2:** Make budgetary adjustments as needed. **Archives 1:** Data analysis–internal percentage analysis of subject coverage, benchmark analysis. **Archives 3:** Develop training for relevant departments on workflows/knowledge. **Facilities 1:** Analyze data. **Instruction 3:** Review of what we are currently doing. **Outreach 2:** Survey participants in personal librarian program. **Research Help 2:** Reissue follow-up survey. **Systems 1:** Analyze data/feedback on the new Digital Asset Manager system, identify any issues, implement changes if any. **Systems 2:** Collect university (students, faculty, etc.) opinions/feedback on changes to the Primo system interface - Coordinate with Website Assessment Team.

	Systems 3: Design process for library departmental and staff workflow analysis. **Tech Services 2:** Make recommendations and implement them. **Tech Services 3:** Decide on communication strategy(ies) and implement. **Website1:** Assess website after changes made (late Spring).
2024 - Summer	**Admin 1:** Develop a library wide professional development plan. **Archives 3:** Implement training. **Facilities 1:** Develop and change new signage as needed. **Facilities 2:** Implement changes based on outcome on consultant visits and data collection. **Instruction 1:** Assess the implementation of outcomes using developed rubrics. **Instruction 3:** Make changes to existing program–standardize our model and our language. **Outreach 1:** Reassess and close the loop. **Outreach 2:** Reassess and close the loop. **Public Services 1:** Reassess. **Public Services 2:** Analyze data and develop campaign strategy. **Research Help 2:** Analyze Results, and close the loop. **Systems 2:** Analyze data/feedback, identify any issues, implement changes if any. **Systems 3:** Assess the library systems architecture and integration using the diagram from step one in conjunction with conducting the library departmental and staff workflow analysis. **Tech Services 2:** Collect data/survey to determine whether changes were effective. **Website 1:** Re-evaluate.
2024 - Fall	**Admin 1:** Implement professional development plan. **Archives 2:** Identify collections to be digitized based on information learned in Goal 1.

	Instruction 1: Assess the implementation of outcomes using developed rubrics.
	Instruction 3: Implement new embedded librarian model.
	Liaison 1: Do self-assessment of liaison librarians and faculty survey again (winter).
	Public Services 2: Implement strategy (campaign).
	Systems 3: Assess the library systems architecture and integration using the diagram from step one in conjunction with conducting the library departmental and staff workflow analysis.
	Tech Services 2: Collect data/survey to determine whether changes were effective.
2025 - Spring	**Archives 3:** Reassess.
	Facilities 1: Conduct student exercises on navigating the library.
	Instruction 1: Make adjustments.
	Liaison 1: Close the loop; make changes again if needed.
	Research Help 3: Review usage data and conduct local UX work to see if changes are working for students and faculty.
	Systems 3: Assess the library systems architecture and integration using the diagram from step one in conjunction with conducting the library departmental and staff workflow analysis.
	Tech Services 3: Resurvey faculty and librarians on knowledge of new resources.
2025 - Summer	**Admin 1:** Re-evaluate core competencies to see where gaps have been filled and areas that continue to need more development.
	Archives 1: Identify gaps in the historical collection we aim to fill, and information we aim to collect moving forward.
	Facilities 1: Make changes as necessary to signage and close the loop.
	Instruction 3: Assessment of the new embedded librarian model.
	Public Services 2: Reassess.
	Research Help 3: Reassess LibGuide usage and ease of use and close the loop.
	Systems 3: Identify system architecture gaps/issues that can be resolved within the existing systems and implement changes; if any cannot be

	resolved, note them for follow up for potential outside solutions to recommend for consideration. **Tech Services 2:** Implement further changes if needed. **Tech Services 3:** Close the loop and implement new changes as needed.
2025 - Fall	**Admin 1:** Conduct an organizational climate survey. Re-evaluate and close the loop. **Archives 1:** Develop plan to systematically gather materials from current Fitchburg affiliates. **Instruction 3:** Assessment of the new embedded librarian model.
2026 - Spring	**Archives 1:** Develop a system of tagging to aid in discoverability of new materials. **Archives 1:** Apply tagging system to incoming archival materials. **Instruction 2:** Reassess tutorials.
2026 - Summer	**Archives 1:** Develop a review plan for future assessment of alignment. **Instruction 1:** Reassess FYE, W1, W2 outcomes. **Systems 3:** Re-evaluate.

Appendix B: Departmental Timelines

Administration Timeline

Semester	Task
2023 - Spring	**Goal 1:** Conduct an organizational climate survey.
2023 - Summer	**Goal 1:** Establish Core Competencies and Expectations within Teams as well as Organization-wide.
2023 - Fall	**Goal 1:** Establish Core Competencies and Expectations within Teams, as well as organization-wide. **Goal 2:** In collaboration with Technical Services, assess the overall resource allocation by discipline (books, ebooks, periodicals, databases, streaming videos).
2024 - Spring	**Goal 1:** Identify gaps in core competencies. **Goal 2**: Review usage statistics of library resources. **Goal 2:** Continue to monitor all aspects of the Library budget to ensure monies are responsibly spent. **Goal 2:** Make budgetary adjustments as needed.
2024 - Summer	**Goal 1:** Develop a library wide professional development plan.
2024 - Fall	**Goal 1:** Implement professional development plan.
2025 - Spring	No tasks assigned.
2025 - Summer	**Goal 1:** Re-evaluate core competencies to see where gaps have been filled and areas that continue to need more development.
2025 - Fall	**Goal 1:** Conduct organizational climate survey. Re-evaluate and close the loop.

Archives

Semester	Task
2023 - Summer	**Goal 1:** Collect data about existing collections, current and historic student demographics, and sister institutions (Digital Commonwealth). **Goal 3:** Assess current knowledge, use, and desired use of current staff.
2023 - Fall	**Goal 1:** Data analysis–internal percentage analysis of subject coverage, benchmark analysis. **Goal 3:** Analyze data, identify knowledge gaps for training.
2024 - Spring	**Goal 1:** Data analysis–internal percentage analysis of subject coverage, benchmark analysis. **Goal 3:** Develop training for relevant departments on workflows/knowledge.
2024 - Summer	**Goal 1:** Data analysis–internal percentage analysis of subject coverage, benchmark analysis. **Goal 3:** Implement training.
2024 - Fall	**Goal 1:** Data analysis–internal percentage analysis of subject coverage, benchmark analysis. **Goal 2:** Identify collections to be digitized based on information learned in Goal 1.
2025 - Spring	**Goal 1:** Identify gaps in the historical collection we aim to fill, and information we aim to collect moving forward.
2025 - Summer	**Goal 1:** Develop plan to systematically gather materials from current Fitchburg affiliates. **Goal 3:** Reassess.
2025 - Fall	**Goal 1:** Develop a system of tagging to aid in discoverability of new materials.

	Goal 1: Apply tagging system to incoming archival materials.
2026 - Spring	**Goal 1:** Apply tagging system to incoming archival materials. **Goal 1:** Develop a review plan for future assessment of alignment.
2026 - Summer	**Goal 1:** Apply tagging system to incoming archival materials. **Goal 1:** Develop a review plan for future assessment of alignment.

Facilities & Space Timeline

Semester	Task
2022 - Spring	**Goal 2:** Informal data gathering, including QR codes with surveys, patron counts, and white boards surveys.
2022 - Summer	No tasks assigned.
2022 - Fall	**Goal 2:** Informal data gathering, including QR codes with surveys, patron counts, and white boards surveys. **Goal 2:** Identify partners and information about their space needs.
2023 - Spring	**Goal 1:** Inventory of signage.
2023 - Summer	**Goal 2:** Hire a space consultant who specializes in academic libraries to evaluate library space.
2023 - Fall	**Goal 1:** Students exercise on navigating the library without help. **Goal 2:** Hire a space consultant who specializes in academic libraries to evaluate library space.
2024 - Spring	**Goal 1:** Analyze data.
2024 - Summer	**Goal 1:** Develop and change new signage as needed. **Goal 2:** Implement changes based on outcome on consultant visits and data collection.
2024 - Fall	No tasks assigned.
2025 - Spring	**Goal 1:** Conduct student exercises on navigating the library.
2025 - Summer	**Goal 1:** Make changes as necessary and close the loop.

Information Literacy & Instruction Timeline

Semester	Task
2022 - Spring	**Goal 2:** Survey of faculty using the tutorials.
2022 - Summer	**Goal 1:** Standardize outcomes for FYE, W1 & W2.
2022 - Fall	**Goal 1:** Implement standardization. **Goal 2:** Survey of students who have completed the tutorials in FYE/Writing, compare completion rates (late Fall).
2023 - Spring	**Goal 2:** Analyze data.
2023 - Summer	**Goal 2:** Make adjustments to tutorials. **Goal 3:** Literature review.
2023 - Fall	**Goal 2:** Reimplement tutorials. **Goal 3:** Discussion of what other libraries are doing.
2024 - Spring	**Goal 3:** Review of what we are currently doing.
2024 - Summer	**Goal 1:** Assess the implementation of outcomes using developed rubrics. **Goal 3:** Make changes to existing programs–standardize our model and our language.
2024 - Fall	**Goal 1:** Assess the implementation of outcomes using developed rubrics. **Goal 3:** Implement a new embedded librarian model.
2025 - Spring	**Goal 1:** Make adjustments.
2025 - Summer	**Goal 3:** Assessment of the new embedded librarian model.
2025 - Fall	**Goal 3:** Assessment of the new embedded librarian model.

2026 - Spring	**Goal 2:** Reassess tutorials.
2026 - Summer	**Goal 1:** Reassess.

Liaison Program Timeline

Semester	Task
2022 - Summer	**Goal 1:** Do self-assessment of liaison librarians. Design faculty survey.
2022 - Fall	**Goal 1:** Do self-assessment of liaison librarians. Design faculty survey.
2023 - Spring	**Goal 1:** Individual and collective changes to be made within the liaison program. Identify obstacles etc.
2023 - Summer	**Goal 1:** Individual and collective changes to be made within the liaison program. Identify obstacles etc.
2023 - Fall	**Goal 1:** Implement change.
2024 - Spring	No tasks assigned.
2024 - Summer	No tasks assigned.
2024 - Fall	**Goal 1:** Do self-assessment of liaison librarians and faculty survey again (winter).
2025 - Spring	**Goal 1:** Close the loop; make changes again if needed.

Outreach & Social Media Timeline

Semester	Task
2022 - Spring	**Goal 1:** Preliminary content analysis. **Goal 2:** End-of-year survey in personal librarian email asking for student opinions of the program.
2022 - Summer	**Goal 1:** Develop a preliminary social media plan. **Goal 2:** Lit review of best practices of personal librarian programs/FY outreach programs.
2022 - Fall	**Goal 1:** Content analysis of Library social media accounts starting with strategic social media use. **Goal 2:** Lit review of best practices of personal librarian programs/FY outreach programs.
2023 - Spring	**Goal 1:** Content analysis of Library social media accounts starting with strategic social media use. **Goal 1:** Survey of stakeholder opinion and interaction with social media accounts. **Goal 2:** Survey data regarding how students (particularly FY students) want to hear from the Library.
2023 - Summer	**Goal 1:** Develop formalized social media outreach strategies, based on outcomes from content analysis.
2023 - Fall	**Goal 1:** Implement social media plan. **Goal 2:** Implement updates to the program.
2024 - Spring	**Goal 2:** Survey participants in personal librarian program
2024 - Summer	**Goal 1:** Reassess and close the loop. **Goal 2:** Reassess and close the loop.

Public Services Timeline

Semester	Task
2022 - Summer	**Goal 1:** Analyze existing data.
2022 - Fall	**Goal 1:** Gather additional data.
2023 - Spring	**Goal 1:** Gather additional data.
2023 - Summer	**Goal 1:** Analyze newly gathered data. **Goal 2:** Analyze existing data.
2023 - Fall	**Goal 1:** Implement change based on the data trends. **Goal 2:** Survey faculty and students for preferred communication methods.
2024 - Spring	No tasks assigned.
2024 - Summer	**Goal 1:** Reassess. **Goal 2:** Analyze data and develop campaign strategy.
2024 - Fall	**Goal 2:** Implement strategy (campaign).
2025 - Spring	No tasks assigned.
2025 - Summer	**Goal 2:** Reassess.

Research Help Timeline

Semester	Task
2022 - Summer	**Goal 1:** Review RHD and research appointments. **Goal 1:** Review university statistics on student enrollments and modality. **Goal 1:** Brainstorm ideas to maximize service with minimal staff. **Goal 2:** Review chat transcripts and collect statistics on use. **Goal 2:** Develop follow-up survey of students who used 24/7 vs. FSU chat.
2022 - Fall	**Goal 1:** Implement a new (or existing) research help model. **Goal 2:** Implement follow-up survey. **Goal 3:** Review existing literature on UX with LibGuides. **Goal 3:** Collect LibGuide usage data. **Goal 3:** Establish local best practices, communication plan for faculty, and scheduled update maintenance.
2023 - Spring	**Goal 2:** Analyze data and make recommendations. Report findings to Academic Departments, SGOCE, Student Support Services, etc. **Goal 3:** Establish local best practices, communication plan for faculty, and scheduled update maintenance.
2023 - Summer	**Goal 1:** Reassess effectiveness of research help model and close the loop. **Goal 2:** Implement changes if needed. **Goal 3:** Review and update LibGuides. Retire ones that are no longer relevant.
2023 - Fall	**Goal 3:** Review and update LibGuides. Retire ones that are no longer relevant.
2024 - Spring	**Goal 2:** Reissue follow-up survey.

2024 - Summer	**Goal 2:** Analyze Results, and close the loop.
2024 - Fall	No tasks assigned.
2025 - Spring	**Goal 3:** Review usage data and conduct local UX work to see if changes are working for students and faculty.
2025 - Summer	**Goal 3:** Reassess LibGuide usage and ease of use and close the loop.

Systems Timeline

Semester	Task
2023 - Spring	**Goal 1:** Collect staff opinions/feedback on the new Alma/Primo system interfaces. **Goal 2**: Collect university (students, faculty, etc.) opinions/feedback on the new Primo system interface - Coordinate with Website Assessment Team.
2023 - Summer	**Goal 1**: Analyze data/feedback, identify any issues, implement changes if any. **Goal 2**: Analyze data/feedback, identify any issues, implement changes if any. **Goal 3**: Design a new Library Systems Diagram.
2023 - Fall	**Goal 1**: Collect staff opinions/feedback on the new Digital Asset Manager system. **Goal 3**: Design process for library departmental and staff workflow analysis.
2024 - Spring	**Goal 1**: Analyze data/feedback on the new Digital Asset Manager system, identify any issues, implement changes if any. **Goal 2**: Collect university (students, faculty, etc.) opinions/feedback on changes to the Primo system interface - Coordinate with Website Assessment Team. **Goal 3**: Design process for library departmental and staff workflow analysis.
2024 - Summer	**Goal 2**: Analyze data/feedback, identify any issues, implement changes if any. **Goal 3**: Assess the library systems architecture and integration using the diagram from step one in conjunction with conducting the library departmental and staff workflow analysis.
2024 - Fall	**Goal 3**: Assess the library systems architecture and integration using the diagram from step one in conjunction with conducting the library departmental and staff workflow analysis.

2025 - Spring	**Goal 3**: Assess the library systems architecture and integration using the diagram from step one in conjunction with conducting the library departmental and staff workflow analysis.
2025 - Summer	**Goal 3**: Identify system architecture gaps/issues that can be resolved within the existing systems and implement changes; if any cannot be resolved, note them for follow up for potential outside solutions to recommend for consideration.
2025 - Fall	No tasks assigned.
2026 - Spring	No tasks assigned.
2026 - Summer	**Goal 3**: Re-evaluate (Summer 2026).

Technical Services Timeline

Semester	Task
2022 - Summer	**Goal 1:** Collect resource allocations using print/ebooks, databases, streaming media, print journals. **Goal 2:** Collect existing data on DDA/EBA usage, subscription databases, and librarian orders. Data on percentage of courses hybrid, online, and in person.
2022 - Fall	**Goal 1:** Identify method for ideal resource allocation (% of students in major, etc.).
2023 - Spring	**Goal 2:** Conduct survey of ebook vs print book preferences (preference, download, view, etc).
2023 - Summer	**Goal 2:** Analyzing survey results in combination with the data that is collected.
2023 - Fall	**Goal 2:** Make and implement recommendations. **Goal 3:** Survey other schools about their communication practices. Survey faculty and librarians.
2024 - Spring	**Goal 3:** Decide on communication strategy(ies) and implement.
2024 - Summer	**Goal 2:** Collect data/survey to determine whether changes were effective.
2024 - Fall	**Goal 2:** Collect data/survey to determine whether changes were effective.
2025 - Spring	**Goal 3:** Resurvey faculty and librarians on knowledge of new resources.
2025 - Summer	**Goal 2:** Implement further changes if needed. **Goal 3:** Close the loop and implement new changes as needed.

Website Timeline

Semester	Task
2022 - Spring	**Goal 1:** Collect existing data & what is missing.
2022 - Summer	**Goal 1:** Collect existing data & what is missing.
2022 - Fall	No tasks assigned.
2023 - Spring	**Goal 1:** Survey/Focus Groups. **Goal 1:** Conduct UX with students to learn how they navigate the website.
2023 - Summer	**Goal 1:** Implement changes to the website.
2023 - Fall	No tasks assigned.
2024 - Spring	**Goal 1:** Assess website after changes made (late Spring).
2024 - Summer	**Goal 1:** Re-evaluate.