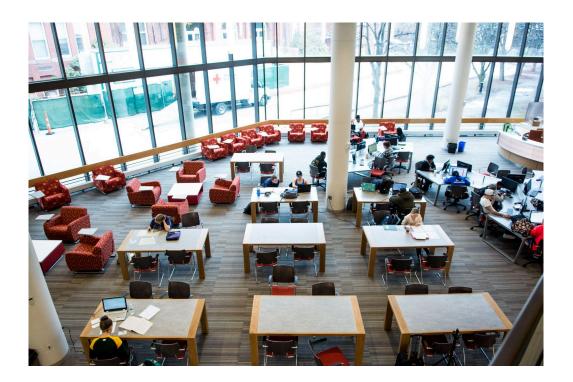# FITCHBURG STATE UNIVERSITY
AMELIA V. GALLUCCI-CIRIO LIBRARY

Strategic Plan 2024-2027

January, 2024

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OUR LIBRARY'S VALUES STATEMENT

This Values Statement lists the fundamental values that guide interactions among library personnel and with its users, Fitchburg State University and its surrounding community partners.

We affirm and support the core values of Fitchburg State University, including accessibility, affordability, community, enrichment, and excellence. In addition, we uphold the following library values:

1. **Student-Centered**
The AVGC Library supports student success and life-long learning by delivering high-quality resources, instruction, services, programs and spaces to support the educational and professional goals of our students.   The AVGC Library plays a critical role in educating students to be skilled and information literate researchers.

2. **Collaboration**
The AVGC Library works in sustained and intentional partnerships with faculty, staff, administrators and the surrounding Fitchburg community to amplify the impact of our work and leverage our position on campus as the hub for scholarship and learning.

3. **Innovation**
The AVGC Library fosters innovation by always seeking new and better ways of working with the University community. We think creatively, embrace change and new technologies, encourage intellectual curiosity and experiment as individuals and as a team.

4. Institutional Memory
Through the Archives & Special Collections, the AVGC Library plays a lead role in the stewardship of Fitchburg State University's historical and cultural resources, through the preservation and management of institutional records and artifacts, We value our work as a community resource for current researchers and future generations.

5. **Diversity and Inclusivity**
The AVGC Library recognizes the inherent worth and dignity of every member of our community and works to ensure equitable and impartial access to resources, services and programs. We strive to create a welcoming environment that promotes a sense of belonging and to provide services, spaces, collections and systems that are accessible to our community.

6. **Stewardship**
The AVGC Library is an effective steward of its spaces and resources. The AVGC Library incorporates assessment into all its work to continually improve learning, resources and services and to make the most efficient use of resources. The AVGC Library commits to the care and preservation of knowledge and materials entrusted to us, and to their transmission to future generations.

7. **Professionalism**
The AVGC librarians, staff and administration strive for excellence in the profession by maintaining and enhancing their own knowledge and skills, encouraging the professional development of co-workers, and fostering a workplace that is inclusive, respectful, generous, and open to change.

OVERARCHING GOALS

In keeping with Fitchburg State University's history of being a public university that transforms lives and whose graduates have demonstrated high social mobility, we strive for educational justice. We believe that an inclusive, integrated, and equitable university is the clearest path to social and economic prosperity for all and therefore the ultimate public good that we can offer. Using educational justice as our compass, orienting us as we evolve and move forward, we strive to achieve the following seven strategic goals.

GOAL 1: STUDENT LEARNING

AVGC Library partners in the educational mission of the institution to develop and support information-literacy learners who can discover, access and use information effectively and with integrity for academic success, research and lifelong learning. (ACRL Standard 3 and Standard 2)

GOAL 2: FACULTY PARTNERSHIPS

AVGC Library will collaborate with faculty to expand learning and the creation of knowledge. (ACRL Standard 3)

GOAL 3: COLLECTIONS

AVGC Library will provide access to quality and diverse collections to support the University's research and teaching mission and enable our users to discover information in all formats through effective use of technology and organization of information. (ACRL Standards 5 and 4)

GOAL 4: COMMUNITY ENGAGEMENT

AVGC Library will engage Fitchburg State University and its broader community in order to educate and foster intellectual curiosity, and also to deepen relationships between Fitchburg State University and its surrounding communities. (ACRL Standard 9)

GOAL 5: PERSONNEL

AVGC Library will have the number and quality of personnel to ensure excellence and function successfully to meet the needs of our evolving library. (ACRL Standard 8)

GOAL 6: SPACE

AVGC Library will be the University's intellectual commons where users interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge. (ACRL Standard 6)

GOAL 7: ORGANIZATIONAL EFFECTIVENESS

AVGC Library will define, develop and measure outcomes that contribute to the library's effectiveness and apply findings for purposes of continuous improvement. (ACRL Standard 1) The Library will create internal and external communication strategies to convey the value of the library and to foster partnerships within the university community. (ACRL Standard 9)

ROADMAP

GOAL 1: STUDENT LEARNING

AVGC Library partners in the educational mission of the institution to develop and support information-literacy learners who can discover, access and use information effectively and with integrity for academic success, research and lifelong learning. (ACRL Standard 3 and Standard 2)

Strategy 1A: Maintain and refine the undergraduate information literacy instruction program.

- **Action**: Relaunch an updated, sustainable embedded librarianship model.
- **Action**: Create and implement a sustainable assessment approach of the information literacy program.
- **Action**: Collaborate with the General Education program coordinator to support student attainment of information literacy.

Strategy 1B: Create a scalable, sustainable, and technology-enhanced information literacy library instruction program responsive to the online and graduate student population.

- **Action**: Complete the development of information literacy student learning outcomes for graduate students.
- **Action**: Adapt the embedded librarianship program to better meet their needs.

Strategy 1C: Assess and modify current reference /research services to respond to the changing needs of users.

- **Action**: Review the current in-person Research Help Desk model, evaluate its effectiveness, and modify as appropriate.
- **Action**: Evaluate virtual research service offerings, including an examination of the needs of online students, and modify as appropriate.

Strategy 1D: Advance a culture of academic integrity within the University.

- **Action**: Educate students about academic integrity, plagiarism and citations through the information literacy program, workshops and research services.
- **Action**: Partner with academic offices and student affairs offices to review academic policies and procedures and suggest changes where appropriate.

Alignment with the University 2020-2025 Strategic Plan:

GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning
GOAL TWO: Become a model student-ready university and narrow the achievement gap

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GOAL 2: FACULTY PARTNERSHIPS

AVGC Library will collaborate with faculty to expand learning and the creation of knowledge. (ACRL Standard 3)

Strategy 2A: Be a vital University partner in promoting faculty scholarship.

- **Action:** Continue to promote faculty scholarship through book displays, publishing spotlights, and hosting author talks co-sponsored with the Center for Faculty Scholarship.
- **Action:** Develop a sustainable approach to scholarly communication services including the exploration of an institutional repository.
- **Action**: Promote discovery and use of scholarship conducted at Fitchburg State by faculty, graduate and undergraduate students.

Strategy 2B: Share librarian expertise in applicable projects, research, and teaching areas with faculty.

- **Action:** Collaborate with faculty and with each other to embed information literacy learning outcomes into curricula, courses and assignments.
- **Action:** Leverage librarians' expertise to support faculty scholarship.
- **Action:** Support University affiliated authors creating OER and pursuing open access publishing options.
- **Action:** Support faculty pursuing work in the Digital Humanities and/or digital initiatives.

Strategy 2C: Coordinate and maintain a robust yet scalable liaison program.

- **Action:** Gather feedback from faculty to make any needed adjustments to the liaison program.
- **Action:** Provide professional development opportunities for librarians so they can better communicate with faculty and develop additional knowledge in functional areas.
- **Action:** Streamline collection development processes (i.e. approval plans for more areas) and clarify collection responsibilities for subjects outside of majors.

Alignment with the University 2020-2025 Strategic Plan:

GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning

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GOAL 3: COLLECTIONS

AVGC Library will provide access to quality and diverse collections to support the University's research and teaching mission and enable our users to discover information in all formats through effective use of technology and organization of information. (ACRL Standards 5 and 4)

Strategy 3A: Build and steward collections that emphasize academic excellence and center diversity, equity, inclusion and accessibility.

- **Action:** Expand representation of historically marginalized groups in collections to highlight diverse voices, perspectives, and absent narratives through an intentional diversity analysis applied to specific collection areas.
- **Action:** Develop new collection strategies to advance access to more diverse resources, especially from authors in underrepresented groups.

Strategy 3B: Provide access to library materials while considering accessible formats through a variety of delivery channels available to a 21st century library.

- **Action:** Explore, evaluate and implement a range of acquisition models, including patron-driven/demand-driven acquisitions.
- **Action:** Ensure our collection content and its discovery is in compliance with accessibility standards.

Strategy 3C: Promote and enhance discovery and usage of all collections, including locally created collections and archives, and open access collections.

- **Action:** Deepen work with faculty to incorporate library resources and OER into courses and assignments.
- **Action:** Create and implement a plan to set standards for descriptive metadata in Alma, including exploring workflows and evaluation of software.
- **Action:** Evaluate our discovery tool FalconSearch for optimization.
- **Action:** Explore the impact of open access materials on the library's digital collections, while continuing to demonstrate our value as information and content providers.
- **Action:** Improve communication focused on library resources with user group campaigns. See Goal 7D.

Strategy 3D: The Library will continue to be one of the leaders for the Open Educational Resources (OER) and Open Education Pedagogy (OEP) initiatives on campus.

- **Action:** Actively partner on campus wide OEP initiatives.
- **Action:** Share OEP progress across the library and university.
- **Action:** Support the inclusion of the faculty's open work in the Open Massachusetts statewide repository.
- **Action:** Work with academic library partners across the state to explore a collaborative financial model to allow Massachusetts public higher education faculty to publish their research openly.

Strategy 3E: Increase the use of Archives and Special Collections materials in the undergraduate and graduate curriculum.

- **Action:** Foster partnerships between faculty and the Archivist to incorporate the use of archives and special collections into courses and assignments.
- **Action:** Develop *Plan of Instruction Using Archives and Special Collections,* through a partnership of the Archivist and Library Instruction Team.
- **Action:** Develop and promote pathways to discover materials in the Archives and Special Collections by optimizing our discovery tool FalconSearch, highlighting the JSTOR Community Collections, and promoting pathfinders.

Alignment with the University 2020-2025 [Strategic Plan]:

GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning
GOAL TWO: Become a model student-ready university and narrow the achievement gap

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GOAL 4: COMMUNITY ENGAGEMENT

AVGC Library will engage Fitchburg State University and its broader community in order to educate and foster intellectual curiosity, and also to deepen relationships between Fitchburg State University and its surrounding communities. (ACRL Standard 9)

Strategy 4A: Encourage students, faculty, staff and the local community to develop the dispositions of intellectual curiosity, an open mind and a critical stance.

- **Action:** Develop a sustainable plan for events and programming that details staffing and financial resources needed. Focus on events linked to the curriculum and supportive of campus diversity and inclusion initiatives.
  Action: Actively participate in the Community Read Initiative and foster collaborations throughout campus and the community.

Strategy 4B: Demonstrate the library's commitment to a collaborative culture by re-engaging in sustainable and intentional collaborations throughout campus, our local community and across Massachusetts higher education institutions.

- **Action:** Continue collaboration with campus offices and personnel to advance the University's and the library's priorities.
- **Action:** Deepen relationships with our surrounding communities through multiple strategies including events, use of collections, and the work of Archives and Special Collections .
- **Action:** Capitalize and build upon our relationships with MCCLPHEI and ARC consortia as well as Massachusetts higher education institutions to create stronger library partnerships and collaborations across the region and state.

Alignment with the University 2020-2025 Strategic Plan:

GOAL THREE: Be an engine of social, economic, civic, and cultural development in our city and region

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GOAL 5: PERSONNEL

AVGC Library will have the number and quality of personnel to ensure excellence and function successfully to meet the news of our evolving library. (ACRL Standard 8)

Strategy 5A: Promote an organizational culture that supports the success of library personnel and encourages innovative thinking and creative risk-taking.

- **Action:** Support the growth of library personnel through funding professional development opportunities and an in-house professional development program, such as annual programming that shares with colleagues our teaching practices, scholarship and work successes.
- **Action:** Plan for essential technical training to keep current with library technology, applications, and infrastructure.

Strategy 5B: Continue to build a collaborative and flexible organization with a shared purpose reflective of our values. Advocate for more staffing.

- **Action**: Foster strong working relationships in the Library.
- **Action:** Provide opportunities and resources that support a healthy work-life balance for all personnel.
- **Action**: Biannually evaluate the library's staffing levels using standard benchmark data to ensure there is sufficient personnel to meet library and university goals. Advocate for more positions including an online teaching librarian position.

Strategy 5C: Increase staff training opportunities for cultural competencies among library personnel by building awareness of systemic inequities and injustices.

- **Action:** Develop actionable DEI training goals for the collective benefit of the AVGC Library.
- **Action:** Deliver consistent and sustainable DEI professional development opportunities for all library staff utilizing internal (University) and external resources.

Strategy 5D: Enhance the library student worker experience.

- **Action**: Harness the strengths and ideas of individual student employees to enhance their academic and professional experiences and benefit the library.
- **Action**: Provide supportive, caring, and inclusive student management that meets students where they are, and takes them to where they want to go.

Alignment with the University 2020-2025 Strategic Plan:

GOAL FOUR: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths

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GOAL 6: SPACE

AVGC Library will be the University's intellectual commons where users interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge. (ACRL Standard 6)

Strategy 6A: Re-imagine physical pedagogical spaces to facilitate learning and the creation of new knowledge.

- **Action:** Explore the creation of new spaces, such as a learning commons, educational resource center and a digital design workspace.
- **Action:** Explore the redesign of the library instruction lab.

Strategy 6B: Provide a student-ready space with emphasis on accessibility, inclusiveness, wellness and flexibility.

- **Action:** Evaluate Library spaces, including signage, using a DEI lens.
- **Action:** Create displays, exhibits, and murals that showcase our students' work and represent our community.
- **Action:** Explore the creation of a program space in the library.

Strategy 6C: Provide seamless access to library resources and services to support Fitchburg State University's online education students.

- **Action:** Evaluate and improve the library's website and FalconSearch discovery layer for ease of use and accessibility.
- **Action:** Explore the creation of a faculty portal on the library website.
- **Action:** Review LibGuides for consistency and completeness.

Alignment with the University 2020-2025 [Strategic Plan](#):

GOAL TWO: Become a model student-ready university and narrow the achievement gap
GOAL SIX: Steward physical and financial resources responsibly and navigate a path to long-term organizational sustainability

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GOAL 7: ORGANIZATIONAL EFFECTIVENESS

AVGC Library will define, develop and measure outcomes that contribute to the library's effectiveness and apply findings for purposes of continuous improvement. (ACRL Standard 1) The Library will create internal and external communication strategies to convey the value of the library and to foster partnerships within the university community. (ACRL Standard 9)

Strategy 7A: Assess and refine our new integrated library system Alma and other library systems to improve efficiencies, user experience, technological innovation, and workflows and skills.

- **Action:** Evaluate current Alma available analytics and design new analytics as needed.
- **Action:** Review current Alma and acquisition workflows, identify areas working well and areas for improvement, and implement needed changes.
- **Action:** Establish ongoing Alma training and support its implementation.
- **Action:** Implement Alma Digital, Library Mobile site and possibly Rapido (interlibrary loan component).

Strategy 7B: Reexamine acquisition processes including electronic file management, purchasing and financial workflows, to develop more efficient operations and collaborations.

- **Action:** Improve workflow between Technical Services and Dean's office for budget, spending and licensing.
- **Action:** Explore a range of acquisitions models to support an evolving acquisitions strategy.
- **Action:** Review **all DDA models** on a regular basis for both usage and budget compliance.

Strategy 7C: Engage in current and appropriate assessment of services, outreach, collections and workflows.

- **Action:** Execute the 5 year assessment plan created in 2022.
- **Action:** Continue the work of embedding assessment as part of departmental & team workflows.

Strategy 7D: Communicate to the campus community the value of our library in the educational mission of the university.

- **Action:** Develop and implement an operational model for communication that includes concrete goals, a distributed model of content creation with the "who" specified, and efficient workflows with shared templates and agreed upon branding.
- **Action:** Develop and implement a plan for targeted campaigns that support the goals of this strategic plan, including narratives highlighting the impact of the Library and a schedule.

Strategy 7E: Build a positive and efficient internal communication culture.

- **Action:**Implement best practices and standards for internal communications, including regular mechanisms to keep people within the library informed, especially where work intersects.
- **Action**: Develop standards for departmental, committee and library-wide meetings and meeting reporting.

Strategy 7F: Review policies and procedures that create barriers and inequities for minoritized students.

- **Action:** Conduct Leading for Change policy equity audit, including all library personnel in review process.
- **Action:** Identify and implement policy/procedural changes to address inequities and barriers to access.

Strategy 7G: Seek grants, gifts and other funding sources.

- **Action**: Explore grant and donor funding opportunities for the AVGC Library and the Archives & Special Collections, acknowledging staffing constraints.
- **Action**: Collaborate with campus partners to support grants.

Alignment with the University 2020-2025 [Strategic Plan](#):

GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning

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KEY PERFORMANCE INDICATORS
TO BE REVIEWED ON AN ANNUAL BASIS

Metric	Benchmark	Target	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7
Number of undergraduate and graduate classes across all modes of instruction. (Note: Information Literacy learning objectives are measured through the General Education Assessment.)			1A						
Student and faculty satisfaction with the new embedded librarian program.*			1A, 1B						
Student satisfaction with all modes of research help including the 24/7 model *			1C						
Number of partnerships with offices and departments to support academic integrity	✔		1D						
Number of promotions, spotlights and partnerships highlighting faculty scholarship				2A					
Percentage of faculty who express satisfaction with liaison program*	✔			2C					

Number of partnerships with the faculty split by type: classroom/curricula, research, and projects	✔				2B				
Develop, implement and update State of Open Education and Pedagogy / OEP dashboard					3D				
Number of workshops and one-on one meetings by librarians with faculty to support the adoption, adaption and creations of OEP materials.	✔				3D				
Number of usages for books, ebooks, journal articles films etc.	✔				3B				
Improve usability/accessibility of website*	✔							6C	
Evaluation of FalconSearch discovery tool*					3C			6C	
Number of usages for diverse collections	✔				3A				
Number of faculty works in Open Massachusetts	✔				3D				
Percentage of faculty utilizing OER	✔				3D				

Percentage UG students utilizing open educational resources (OER)	✔				3D			
Number of faculty partnerships with the Archives	✔				3E			
Number of external partnerships including community, nonprofit, and private organizations with the Archives & Special Collections						4B		
Number of cultural events hosted/developed and their attendance	✔					4A		
Satisfaction with events hosted/developed and their attendance *						4A		
Library personnel and librarians to student ratios benchmarked against peer institutions	✔						5	
Number of professional development opportunities offered to library personnel	✔						5A, 5C	
Student worker satisfaction exit interview							5D	
Number of library student workers who request a letter of recommendation							5D	

KPI	✔									
Number of students in the library facility and utilization of furniture types assessed through library sweeps days	✔								6A, 6B	
Number of visits to library website	✔								6C	
Number of usages of our online research guides	✔								6C	
Number of displays and exhibits that showcase our students and community	✔								6B	
Addition of Alma functions and their usage: Alma digital, Library Mobile site and Rapido (ILL component). NOTE: this is a yes/no KPI										7A
Number of grant and donor funding opportunities applied for and also received	✔									7G
Number of collaborations with campus partners to support grants	✔									7G
Conduct an organizational climate survey* Note: this is a yes/no KPI								5A, 5B, 5C		

Number of targeted campaigns that highlight the value of the library within the university community									7D
Identify policy and procedural changes through a DEI lens*									7F
Library staff satisfaction with internal communication (pre/post survey)*									7E

NOTE: Added which strategic initiative applies to the KPI and goal