MADN-LIB   **1 July 2020**

Library Policy Operating Memorandum No. 1-2

Strategic Initiatives

1. **PURPOSE**: The United States Military Academy Library sets strategic initiatives over varying time horizons for prioritization of resources and focus. The initiatives our reviewed and updated annually.

2. **REFERENCES**:

    a. U.S. Military Academy Strategic Imperatives and Lines of Effort (LOE) (Enclosure 1)

    b. USMA Academic Directorate Goals (Enclosure 2)

    c. ACRL Standards for Libraries in Higher Education (Principles and Indicators) (Enclosure 3)

3. **STRATEGIC INITIATIVES**:

    a. Strategic Direction*: BROADEN ACCESS: Our community and our nation is stronger through broadened access to quality information to support scholarship and research.*

        i. Short Range (1-2 Years):

            1. **Implement appropriate changes to all services and activities to preserve and promote public health in all Library services.** We will ensure that all Library onsite services are carefully redesigned to accommodate any needed measures to preserve and promote

public health. *(Supports USMA LOE 4; DEAN Goal 4; ACRL Indicator 6.1)*

2. **Incorporate a permanent, staffed virtual service desk into our public service operation.** We will continue and modify staffing plans to incorporate a new service point. We will also explore expanded service interaction via SMS. *(Supports USMA LOE 1, 4; DEAN Goal 1; ACRL Indicator 1.6, 2.5)*

3. **Develop and launch a dedicated online exhibit website.** We will design and implement a virtual home for online exhibits that can both accompany physical exhibits onsite, as well as host virtual exhibits profiling our collections. We will also begin building out content to complement permanent items on display in Library facilities. *(Supports USMA LOE 1, 5; DEAN Goal 1, 3; ACRL Indicator 5.4)*

ii. Medium Range (2-4 Years):

1. None published.

iii. Long Range (4+ Years):

1. **Create online finding aids for all Archives and Special Collections materials.** We will build and publish online finding aids linked to digital collections and our collection management system to facilitate access and use of these materials. *(Supports USMA LOE 1; DEAN Goal 1, 3; ACRL Indicator 4.4, 4.5, 5.4)*

b. Strategic Direction: *BUILD RESOURCES: Outstanding scholarship and research depend upon evolving and future-focused collections that will answer the questions of today and tomorrow.*

i. Short Range (1-2 Years):

1. **Participate in HathiTrust.** We will join HathiTrust to provide better access to authorized texts, and to allow us to share newly digitized legacy published works. *(Supports USMA LOE 1; DEAN Goal 1, 2; ACRL Indicator 4.5)*

2. **Plan and implement enterprise digital infrastructure to support collection of born-digital archival materials.** We will

design and stand up enterprise systems for ingesting and maintaining digital archival material per standards set by the National Archives. (*Supports USMA LOE 4, 5; DEAN Goal 3, 4; ACRL Indicator 3.6, 4.4, 4.5)*

3. **Review Library record-keeping practices.** We will examine internal record-keeping practices to maximize the use of digital records and properly plan for retention and destruction as appropriate. *(Supports USMA LOE 4; DEAN Goal 2, 4)*

ii. Medium Range (2-4 Years):

1. **Complete a full collection inventory.** We will comply with Army regulation and build out processes in our LMS and commence ongoing inventory. *(Supports USMA LOE 4; DEAN Goal 4; ACRL Indicator 5.4)*

2. **Plan for Library occupancy of Cullum Hall and develop a plan for continuing service and collection availability during the Academy's Academic Building Upgrade Program (ABUP).** We will plan for both temporary and permanent relocation of collections housed in Bartlett Hall North along with changes in tenants and services in Jefferson Hall as the Academy plans for long-term space reallocation across academic facilities. *(Supports USMA LOE 4; DEAN Goal 1, 2, 3, 4; ACRL Indicator 5.4, 7.2)*

3. **Complete reorganization of all collections in Archives and Special Collections.** We will finish work to reorganize existing collections within Archives and Special Collections and prepare them for relocation to Cullum Hall. *(Supports USMA LOE 4; DEAN Goal 1, 2, 3; ACRL Indicator 5.4)*

iii. Long Range (4+ Years):

1. **Facilitate implementation of a functional records management program.** We will support Academy efforts to build and implement a full records management program. *(Supports USMA LOE 4; DEAN Goal 2, 3, 4; ACRL Indicator 7.2)*

c. Strategic Direction: *INSPIRE THE CORPS OF CADETS: Through their leadership, our cadets will inspire future generations of American soldiers and citizens and we will equip them to be critical scholars and researchers.*

    i. Short Range (1-2 Years):

        1. **Implement our Credo information literacy tool into our website and instruction.** We will fully integrate our licensed online tools with our online presence and instruction program. *(Supports USMA LOE 1; DEAN Goal 1, 2; ACRL Indicator 1.7)*

        2. **Implement independent information fluency assessment of cadets.** We will develop a program to assess cadets' information fluency skills administered multiple times during their time at the Academy. *(Supports USMA LOE 1; DEAN Goal 1; ACRL Indicator 1.6)*

   ii. Medium Range (2-4 Years):

        1. **Review all policies governing cadet use of Library facilities.** We will review all policies that affect cadet use of Library facilities in coordination with the Office of the Dean and USCC in order to best meet the academic needs of cadets while recognizing the importance of the Library as a welcoming and safe place. *(Supports USMA LOE 1, 2; DEAN Goal 1; ACRL Indicator 1.6, 2.5, 6.1)*

        2. **Publish a comprehensive scaffolded instruction program for the USMA core curriculum.** We will design and offer a program for information fluency that is integrated with the ACRL Framework for Information Literacy for Higher Education. *(Supports USMA LOE 1; DEAN Goal 1, 2; ACRL Indicator 1.7)*

        3. **Use art and imagery to better tell the West Point story while embracing and promoting diversity and inclusion.** We will review all existing art and work with Museum staff to more regularly rotate pieces that meet a goal of telling the story of West Point, especially including materials to represent more recent graduates. We will also look to better use other locations in the facility where interpretative materials could be placed. *(Supports USMA LOE 1, 2, 3; DEAN Goal 1, 4)*

  iii. Long Range (4+ Years):

1. **Reconceive leisure reading collections and recreational activity programming supported by the Class of 1953 Fund.** We will build a new collection of materials with supporting infrastructure to support cadet leisure activities. *(Supports USMA LOE 2; DEAN Goal 1; ACRL Indicator 1.6)*

2. **Plan and develop new collaborative space.** We will prepare possible designs for innovative collaborative library spaces that enrich user engagement and productivity to include redesigning staff space on the second floor and considering food-friendly space. *(Supports USMA LOE 3, 4; DEAN Goal 2, 4; ACRL Indicator 1.6, 2.5, 6.1)*

3. **Develop the Center for West Point History.** We will develop an interdisciplinary center to collect, promote, and share scholarship relating to the history of West Point. *(Supports USMA LOE 1, 5; DEAN Goal 1, 2, 3, 4; ACRL Indicator 5.4)*

d. Strategic Direction: *LEAD THROUGH INNOVATION: We best serve our community when we embrace agility and capability through investment in our staff and facilities to continually build and lead a library for the future.*

    i. Short Range (1-2 Years):

1. **Implement quarterly team building activities and exercises.** We will prepare a new series of intentional team-building activities for Library staff that will improve relationships, awareness, and the cadet experience. *(Supports USMA LOE 3; DEAN Goal 2; ACRL Indicator 8.8)*

2. **Establish a system by which we could collect user feedback from service points.** We will implement a system to routinely gather user satisfaction following service interactions (ICE). *(Supports USMA LOE 2, 3; DEAN Goal 2, 4; ACRL Indicator 2.5)*

3. **Build deeper professional relationships with other service academies.** We will work to partner with other academies to form a framework for ongoing staff collaboration and information sharing. *(Supports USMA LOE 3, 5; DEAN Goal 2, 3, 4; ACRL Indicator 2.6)*

4. **Upgrade and expand our door counters to allow for easier data collection and more granularity on movement throughout the facilities.** We will acquire and install network-based movement-tracking to better understand facility use. *(Supports USMA LOE 4; DEAN Goal 4; ACRL Indicator 7.9)*

5. **Review acquisition vehicles.** We will review and collect available acquisition vehicles used by other Military Academies and DoD agencies to simplify procurements. *(Supports USMA LOE 4; DEAN Goal 4)*

ii. Medium Range (2-4 Years):

1. **Complete acoustical ceiling treatments on 6th floor and first floor hallways.** We will seek funding to complete acoustical ceiling treatments on the first floor and sixth floor to improve facility usability and noise management. *(Supports USMA LOE 4; DEAN Goal 4)*

2. **Realign the overall Library organization structure.** We will adjust and seek upgrades to the organization structure to reflect actual work practice and changes in position duties. *(Supports USMA LOE 3, 4; DEAN Goal 2)*

3. **Work with Faculty Council to draft and advance an Open Access Policy.** We will work to ensure that the Academy considers the adoption of a policy regarding all facets of open access. *(Supports USMA LOE 1; DEAN Goal 1, 2, 3; ACRL Indicator 3.5, 5.5)*

iii. Long Range (4+ Years):

1. **Develop broad strategies for dealing with misinformation and disinformation.** We will examine how to best lead conversation and understanding of information, misinformation, and disinformation, particularly in the context of national defense. *(Supports USMA LOE 1; DEAN Goal 1, 2; ACRL Indicator 1.7)*

4. **PROPONENT**: The proponent for this Dean's Policy Operating Memorandum is the Associate Dean and Director of Libraries and Archives, USMA Library, Office of the Dean, MADN-LIB, 845-938-3833.

5. **EXPIRATION**: This policy is enacted on 1 July 2020 and is effective until 30 June 2021.

CHRISTOPHER D. BARTH
Associate Dean
Director of Libraries and Archives
United States Military Academy

ENCLOSURE 1

USMA Strategic Imperatives and Lines of Effort
Taken from *The USMA Strategy*: (https://s3.amazonaws.com/usma-media/inline-images/about/g5/USMA_Strategy_2019.pdf)

- Strategic Imperative 1: Leaders of Character

    - Line of Effort 1: Develop Leaders of Character

        - USMA Graduates are leaders of character who provide values-based leadership and who have the moral-ethical understanding and intellectual, physical, and military skills to successfully lead and conduct operations in any environment. Leaders of character live honorably, lead honorably, and demonstrate excellence.

    - Line of Effort 2: Cultivate a Culture of Character Growth

        - USMA's values, policies, and processes are communicated and understood and foster an overall culture of trust in which all teammates are inclusive and treat each other with dignity and respect. A culture in which all staff, faculty, and cadets are continuously striving to improve their character is critical to accomplishing USMA's mission.

- Strategic Imperative 2: Relevance and Preeminence

    - Line of Effort 3: Build Diverse and Effective Teams

        - USMA is a diverse and effective team of individuals reflective of the Army today and in the future. USMA leverages talent management to build a diverse team that reflects diversity in our Army and contributes to the collective strength of the Academy.

    - Line of Effort 4: Modernize, Sustain, Secure

        - USMA innovates and adapts to changes in the environment while maintaining excellence and being effective stewards of our precious resources. USMA continuously plans, assesses, innovates, and improves across the enterprise, thus enhancing the quality of our leader development program, posturing us to serve the needs of the Army, and strengthening our competitiveness in a quickly evolving higher education environment.

o Line of Effort 5: Strengthen Partnerships

▪ USMA leverages relationships with external partners and stakeholders to enhance advocacy and support for the Academy and the Army. Through partnership, USMA is connected with the operational Army, academe, and our allies and partners and is a respected and sought-after intellectual resource for the Army and Nation. Partnering with our alumni, local community, and the American people maintains a supportive environment built on trust in the Army profession and the Academy's contributions to the Army and Nation.

ENCLOSURE 2

USMA Academic Directorate Goals
Taken from *Educating Army Leaders*: (https://s3.amazonaws.com/usma-media/inline-images/about/superintendent/Educating_Army_Leaders.pdf)

- Goal 1: Educate, train, and inspire cadets to become commissioned leaders of character.

  o We provide a broad liberal education through a core curriculum that teaches cadets how to think, majors that reflect the best of their disciplines and provide disciplinary depth, integrative experiences that provide opportunities for cadets to make connections across the curriculum, and other academic pursuits, such as minors and enrichment activities, that further intellectual development of cadets and allow them to pursue their intellectual passions. The purpose of this broad liberal education is articulated in the Academic Program's Overarching Academic Goal and Academic Program Goals. The Academic Program is delivered by an accessible faculty who employ the most effective pedagogies, explore and experiment with innovative pedagogical and curricular approaches, and engage in meaningful interactions with cadets inside and outside of the classroom.

- Goal 2: Develop and advance faculty and staff excellence.

  o We provide opportunities for the faculty and staff to achieve excellence and establish conditions for the Directorate to capitalize on the talent of all of its members. Achieving this goal requires acquiring a talented and diverse group of military and civilian faculty members and staff, developing and retaining them, and employing their talent for the good of West Point, the Army, and the nation. The preparation of our rotating military faculty for the operational force is an area of special emphasis because their assignments are classified as broadening assignments with specific developmental goals. An inclusive, professional, and collegial environment that embraces academic freedom and shared governance is essential for achieving this goal.

- Goal 3: Provide intellectual capital to the Army and the Nation.

  o We contribute intellectual capital to our disciplines, higher education, the Army, the Department of Defense, and the nation. To facilitate this, we establish conditions and provide resources for faculty, staff, cadets, and centers to deepen their expertise, advance knowledge, and engage with external audiences. We pursue external collaboration and outreach to leverage the distinctive intellectual capital of West Point so that we are a resource for the Army and the nation.

Academic freedom and responsibility are essential elements of our identity as scholars and of the Academy's identity.

- Goal 4: Provide resources that enable long-term continual improvement.

  o We ensure that members of the faculty and staff have the time, space, and resources to complete their work. Our policies, processes, structures, and infrastructure must reflect and support our status as a top institution of higher education and facilitate the achievement of excellence. We strive to make administrative processes more efficient, effective, and adaptable, and we manage resources effectively. We must mitigate logistical burdens by building capacities while finding efficiencies. To improve how well the Directorate accomplishes its mission, we maintain meaningful, sustainable, and feasible continual improvement processes.

ENCLOSURE 3

ACRL Standards for Libraries in Higher Education (Principles and Indicators)
Taken from *Standards for Libraries in Higher Education*
(http://www.ala.org/acrl/standards/standardslibraries)

Principles

- Institutional Effectiveness: Libraries define, develop, and measure outcomes that contribute to institutional effectiveness and apply findings for purposes of continuous improvement.
- Professional Values: Libraries advance professional values of intellectual freedom, intellectual property rights and values, user privacy and confidentiality, collaboration, and user-centered service.
- Educational Role: Libraries partner in the educational mission of the institution to develop and support information-literate learners who can discover, access, and use information effectively for academic success, research, and lifelong learning.
- Discovery: Libraries enable users to discover information in all formats through effective use of technology and organization of knowledge.
- Collections: Libraries provide access to collections sufficient in quality, depth, diversity, format, and currency to support the research and teaching missions of the institution.
- Space: Libraries are the intellectual commons where users interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge.
- Management/Administration/Leadership: Library leaders engage in internal and campus decision-making to inform resource allocation to meet the library's mission effectively and efficiently.
- Personnel: Libraries provide sufficient number and quality of personnel to ensure excellence and to function successfully in an environment of continuous change.
- External Relations: Libraries engage the campus and broader community through multiple strategies in order to advocate, educate, and promote their value.

Performance Indicators for Each Principle

1. **Institutional Effectiveness:** Libraries define, develop, and measure outcomes that contribute to institutional effectiveness and apply findings for purposes of continuous improvement.

1.1 The library defines and measures outcomes in the context of institutional mission.

1.2 The library develops outcomes that are aligned with institutional, departmental, and student affairs outcomes.

1.3 The library develops outcomes that are aligned with accreditation guidelines for the institution.

1.4 The library develops and maintains a body of evidence that demonstrates its impact in convincing ways.

1.5 The library articulates how it contributes to student learning, collects evidence, documents successes, shares results, and makes improvements.

1.6 The library contributes to student recruitment, retention, time to degree, and academic success.

1.7 The library communicates with the campus community to highlight its value in the educational mission and in institutional effectiveness.

2. **Professional Values:** Libraries advance professional values of intellectual freedom, intellectual property rights and values, user privacy and confidentiality, collaboration, and user-centered service.

2.1 The library resists all efforts to censor library resources.

2.2 The library protects each library user's right to privacy and confidentiality.

2.3 The library respects intellectual property rights and advocates for balance between the interests of information users and those of rights holders through policy and educational programming.

2.4 The library supports academic integrity and deters plagiarism through policy and education.

2.5 The library commits to a user-centered approach and demonstrates the centrality of users in all aspects of service design and delivery in the physical and virtual environments.

2.6 The library engages in collaborations both on campus and across institutional boundaries.

3. **Educational Role:** Libraries partner in the educational mission of the institution to develop and support information-literate learners who can discover, access, and use information effectively for academic success, research, and lifelong learning.

3.1 Library personnel collaborate with faculty and others regarding ways to incorporate library collections and services into effective curricular and co-curricular experiences for students.

3.2 Library personnel collaborate with faculty to embed information literacy learning outcomes into curricula, courses, and assignments.

3.3 Library personnel model best pedagogical practices for classroom teaching, online tutorial design, and other educational practices.

3.4 Library personnel provide appropriate and timely instruction in a variety of contexts and employ multiple learning platforms and pedagogies.

3.5 Library personnel collaborate with campus partners to provide opportunities for faculty professional development.

3.6 The library has the IT infrastructure to keep current with advances in teaching and learning technologies.

4. **Discovery:** Libraries enable users to discover information in all formats through effective use of technology and organization of knowledge.

4.1 The library organizes information for effective discovery and access.

4.2 The library integrates library resource access into institutional web and other information portals.

4.3 The library develops resource guides to provide guidance and multiple points of entry to information.

4.4 The library creates and maintains interfaces and system architectures that include all resources and facilitates access from preferred user starting points.

4.5 The library has technological infrastructure that supports changing modes of information and resource discovery.

4.6 The library provides one-on-one assistance through multiple platforms to help users find information.

5. **Collections:** Libraries provide access to collections sufficient in quality, depth, diversity, format, and currency to support the research and teaching missions of the institution.

5.1 The library provides access to collections aligned with areas of research, curricular foci, or institutional strengths.

5.2 The library provides collections that incorporate resources in a variety of formats, accessible virtually and physically.

5.3 The library builds and ensures access to unique materials, including digital collections.

5.4 The library has the infrastructure to collect, organize, provide access to, disseminate, and preserve collections needed by users.

5.5 The library educates users on issues related to economic and sustainable models of scholarly communication.

5.6 The library ensures long-term access to the scholarly and cultural record.

6. **Space:** Libraries are the intellectual commons where users interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge.

6.1 The library creates intuitive navigation that supports self-sufficient use of virtual and physical spaces.

6.2 The library provides safe and secure physical and virtual environments conducive to study and research.

6.3 The library has the IT infrastructure to provide reliable and robust virtual and physical environments needed for study and research.

6.4 The library uses physical and virtual spaces as intellectual commons according to the library mission.

6.5 The library designs pedagogical spaces to facilitate learning and the creation of new knowledge.

6.6 The library's physical space features connectivity and up-to-date, adequate, well-maintained equipment and furnishings.

6.7 The library provides clean, inviting, and adequate space, conducive to study and research, with suitable environmental conditions and convenient hours for its services, personnel, resources, and collections.

6.8 The library's physical and virtual spaces are informed by users.

7. **Management/Administration/Leadership:** Library leaders engage in internal and campus decision-making to inform resource allocation to meet the library's mission effectively and efficiently.

7.1 The library's mission statement and goals align with and advance those developed by the institution.

7.2 Library personnel participate in campus decision-making needed for effective library management.

7.3 The library allocates human and financial resources effectively and efficiently to advance the library's mission.

7.4 The library's budget is sufficient to provide resources to meet the reasonable expectations of library users when balanced against other institutional needs.

7.5 The library partners with multiple institutions (e.g., via collections consortia) to increase cost-effectiveness and to expand access to collections.

7.6 The library plans based on data and outcomes assessment using a variety of methods both formal and informal.

7.7 The library communicates assessment results to library stakeholders.

7.8 Library personnel model a culture of continuous improvement.

7.9 The library has the IT infrastructure needed to collect, analyze, and use data and other assessments for continuous improvement.

8. **Personnel:** Libraries provide sufficient number and quality of personnel to ensure excellence and to function successfully in an environment of continuous change.

8.1 Library personnel are sufficient in quantity to meet the diverse teaching and research needs of faculty and students.

8.2 Library personnel have education and experience sufficient to their positions and the needs of the organization.

8.3 Library personnel demonstrate commitment to ongoing professional development, maintaining and enhancing knowledge and skills for themselves and their coworkers.

8.4 Library personnel contribute to the knowledge base of the profession.

8.5 Library personnel are professionally competent, diverse, and empowered.

8.6 Library personnel keep current with library technology, applications, and infrastructure and participate in ongoing training.

8.7 Library personnel engage with library student employees to provide mentoring and work that enhances the students' overall academic experience.

8.8 Library personnel continuously examine and transform roles to meet the needs of the evolving organization.

9. **External Relations:** Libraries engage the campus and broader community through multiple strategies in order to advocate, educate, and promote their value.

9.1 The library contributes to external relations through communications, publications, events, and donor cultivation and stewardship.

9.2 The library communicates with the campus community in a timely way using a variety of methods and evaluates the communication for effectiveness.

9.3 Library personnel convey a consistent message about the library to expand user awareness of resources, services, and expertise.