

TU Strategic Goal							Assessment Method
Goal	Action	Responsible Parties	Outcome	Projected Start & End Dates			Method
Educate (Sustain)	Provide more space for learning by expanding the footprint of the building through remodel, an addition, or a new building. New spaces should align with modern sustainability standards and accessibility requirements.	Library Dean; Library Leadership Council; Facilities; Library Information Technology Dept; Academic Affairs; OTS	(1) Offer 4,400+ study spaces for students including group and quiet study. (2) Updated technology and enough electrical supply. (3) Open a flexible events space that can be used as a reading room. (4) Workspaces for library faculty and staff that adhere to TU's space recommendations for minimum square footage. (5) Relocate and expand the Data Studio into a Digital Scholarship Center in partnership with OTS. (6) Physical footprint of Special Collections and University Archives increased to enhance preservation-quality collections space and create a dedicated instruction space for SCUA. (7) Creation of an Educator Lab and adjoining Family Study Space that serves as a model school library. (8) Add 2+ meeting room spaces to accommodate need. (9) Add 2+ classrooms for library use.	Ongoing pending funding; parts of #4, 5, 8 to be addressed in Summer 2022 with the implementation of the Academic Commons			Number of study spaces added to the library; refresh rates of technology; amount of increased square footage;
Educate (Include)	Recruit and retain outstanding faculty and staff including those from underrepresented groups	Library Dean; Library Leadership Council; Academic Affairs; FACET; Library IDEA Committee; Library Residency Task Force	(1) Increase staffing levels to pre-pandemic numbers and then increase gradually to have both a librarian-to-student and staff-to-student ratio of 600-700. Three-year hiring goal: recruit 1 current vacancy (1 librarian), recruit five new librarians and seven new staff in addition to existing 2021 approved recruitments. (2) Evaluate how whiteness is centered in professionalism and challenge those biased norms in job descriptions, the places jobs are posted, and the internal culture of our institution. (3) Managers will develop a better understanding of the USM job classifications and categories for staff. (4) Completed assessment of distribution of work in terms of personnel, resources, and responsibilities across all library departments. (5) In collaboration with FACET and other campus partners, build internal mentoring programs. (6) Complete assessment of the residency program and make recommendations for the future to increase retention of those recruited from underrepresented populations. (7) Increase professional development funding for faculty and staff. (8) Clarify processes for getting generalized feedback from staff and faculty exit	Ongoing			Percentage of successful faculty and staff hires; increased percentage of underrepresented candidates in searches and in eventual hires; retention of staff and faculty; percentage of applications from underrepresented groups; percentage of increase of funds allotted to faculty and staff professional development
Educate	Partner with Academic Affairs to become more embedded in the process of curriculum development, so that the library's collections and staffing needs for new programs are considered early in the review process. Increase access to the library's collections.	Library Research & Instruction Dept, Library Content Management Dept	(1) Library becomes a checkpoint in curriculum workflow software required to create new degrees or programs and Academic Affairs reviews budget implications for the library with new programs or degrees. (2) Review of costs of new programs from strategic plan completed by Library Content Management Department.	Start Fall 2022, Finish 2025			Quantity of consultations regarding new degrees or programs; quantity of consultations supporting existing course changes; percentage of increased collections funds

Educate (Include, Support)	Review the effectiveness of our instruction program and lessons learned from virtual instruction, including implementing a for-credit course, mapping high impact courses, and determining asynchronous vs. synchronous one-shot best practice.	Library Research & Instruction Dept; Assessment & Analytics Librarian; Library For Credit Course Task Group; CLR Task Group	(1) Hire faculty, both permanent status and contingent where necessary, to support our instruction goals (see recruitment goal). (2) Begin curriculum mapping project across all disciplines to determine which courses are best served with synchronous vs. asynchronous instruction. (2) Submit plans for an information literacy course taught by librarians. (3) Launch an information literacy course. (4) Assess success of delivering the needed educational experience through the for-credit course, asynchronous and synchronous one-shot sessions.	Fall 2022 instruction commences for LIBR course	Usage statistics of asynchronous learning materials; quantity of instruction sessions in various formats; enrollment in information literacy course; timely launch of the information literacy course
Innovate	Enable growth and discovery in faculty and student scholarship and creative activities by offering scholarship and publishing support and research impact services. Build the necessary partnerships, technology, skills, staffing, and infrastructure to grow the library's capability to more fully support Open Access Publishing efforts on campus.	Library Admin, Library Research & Instruction Dept, Library Content Management Dept, Library Communication, Outreach, & Digital Scholarship Dept, Library Information Technology Dept, Academic Affairs, OSPR, FACET, OTS	(1) Complete an assessment of what partnerships, technology, skills, staffing, and infrastructure would be necessary to support this action. (2) Recruit a team to assist with new scholarship and publishing support, research impact services and to reduce load on existing copyright specialists. (3) Liaisons and relevant staff trained to participate in newly developed programs including domain-specific copyright issues (i.e. performing arts, reserves, ILL, etc.) (4) Investigate the possibility of a monograph authoring program or press per recommendations from the Library Advisory Committee. (5) Service offerings and launch plan drafted. (6) Collaborate with OSPR and FACET to launch achievement-based faculty profiles to reward and recognize faculty leaders in scholarship, creative activity, and teaching. (7) Collaborate with undergraduate research programs on campus to assess needs and possible library support services. (8) Purchase or host better repository software, capable of journal publishing, faculty profiles, and robust statistics.	Spring 2022-2025	Increase in requests for publishing and scholarship support services; usage statistics and number of journals published by the library's hosting software; quantity of scholarly communication training sessions; percentage of faculty with active and populated faculty profiles; usage and download statistics of our repository systems
Innovate	Explore and create digital scholarship services and space including establishment of a Digital Scholarship Center in collaboration with OTS.	Library Admin; Library Communication, Outreach, & Digital Scholarship; Library Information Technology Dept; Academic Affairs; FACET; OTS	(1) Expansion of the Data Studio into a larger library space in collaboration with research computing, emerging technology, digitization possibilities from OTS. (2) Recruit staff and faculty needed to run a digital scholarship center. (3) Liaisons trained on concepts of digital scholarship.	Summer 2023 or 2024	Usage of the Data Studio computers and space; successful recruitment and retention of faculty and staff for the center; quantity of training sessions for liaisons on the concepts of digital scholarship
Innovate	Develop partnerships with campus and community groups to author grant proposals. Determine collections, building projects, or other initiatives that might warrant grant funding.	Library Communication, Outreach, & Digital Scholarship; OSPR	(1) Workshops held to train staff and librarians regarding grant writing and opportunities. (2) Completion of a suite of services that the library can provide (i.e. data management, literature review, etc.) for inclusion on campus grant proposals. (3) Double or triple total number of submitted proposals, including to national or international venues. (4) Receive more grant funding for library projects, including a federally funded grant by 2025.	Spring 2022-Fall 2025 and ongoing	Quantity of grant writing workshops held; Quantity of grant proposals written with library services included; Quantity of grant proposals written by library faculty and staff;

Innovate	Increase scholarship, creative activities and research produced by librarians or library staff to support the goal of our library being national leaders in librarianship.	Librarians; Academic Affairs; Librarian Promotion and Permanent Status Committee	(1) Explicitly prioritize events that center anti-racism, overcoming bias, diversity, equity and inclusion by allocating specific funds to professional development opportunities with these topics. (2) Enact a librarian sabbatical/professional leave policy. (3) Develop policy in collaboration with Academic Affairs to address policies for faculty workload, especially for new faculty librarians, in order to encourage more faculty research output. (4) Complete revision of Promotion and Permanent Status guidelines to assure that reviews and goals are in line with the university goal of R2 status. (5) Increase professional development funding by 50% by 2026 and an additional 50% by 2030.	Ongoing	Quantity/percentage of library faculty/staff who sign a new diversity/anti-racism statement; successful launch of policies for sabbatical/professional leave and for faculty workload; successful revision of Promotion and Permanent Status guidelines; percentage of increase in professional development funding
Innovate	Serve as the connector between makerspaces on campus by supplementing need for equipment and space.	Library Admin; Library Access Services Dept; Library Information Technology	(1) Creation of a maker map for the campus community (2) Determine space for physical maker equipment and/or locations for checking out maker equipment. (3) Build out maker services, spaces, and equipment offerings in collaboration with OTS.	AY 2021-22 for #1; others ongoing depending on donor & state funding	Usage of a maker map; usage of any maker equipment and space purchased or allocated
Innovate	Establish a formal digital archives program.	Library Admin; Special Collections & University Archives; Library Information Technology Dept	(1) Recruit faculty and staff to support the program. (2) Build infrastructure for the program including appropriate purchase or development of software, and determination of best digital storage solution. (3) Complete assessment of the current records management program on campus to determine relevancy to the digital archives program.	AY 2024-2025 start; ongoing	Successful recruitment and retention of digital archives staffing; Funding on programs to support needs; completed assessment of records on campus relevant to the digital archives program and a plan for the future
Innovate	Establish an innovation process for trying new, innovative technologies or ideas.	Library Innovation Committee	(1) Increase innovation and technology budget by 50-60% by 2030. (2) Recruit staff or faculty to support the process.	AY 2023-2024 start; ongoing	Successful increased funding for technology; successful recruitment of technology staff and faculty; successful transformation of the Technology Committee to the Innovation Committee
Include	Support a diversity-rich learning experience for students by increasing diversity in library purchased or subscribed collections, unique collections, and instruction practice. Establish appropriate partnerships to meet this action.	Library Content Management Dept; Library Research & Instruction Dept; Special Collections & University Archives; Library IDEA Committee	(1) Purchase inclusive library collections in all liaison/content areas to ensure representation of diverse content, voices, and perspectives. (2) Examination and assessment completed of instruction strategies, activities, assignments to ensure inclusive practices and representation of diverse perspectives. (3) Establish structure or formal process for submission of unique materials to Special Collections and University Archives. (4) Complete a review of subject headings for global and non-offensive subject headings. (5) Implement diversity auditing tool for collection analysis. (6) Include a channel on Cook website where students, faculty & student groups can request books & resources.	Reviews ongoing; collection increases beginning in 2024.	Purchase more than enough collections to receive a positive rating on the diversity auditing tool; quantity of instruction strategies that include DEI practices and percentage of librarian instructors using them; quantity of unique collections received by SCUA; quantity of mitigations of any offensive subject headings; quantity of requests received for books and resources; circulation statistics for purchased books; quantity of physical displays of materials/collections or usage of digital displays

Include	Make digital and physical services more accessible.	Library Administration; Vendors; Library Information Technology; Library Content Management Dept; Library Web Accessibility Committee	<p>(1) Identify and address building accessibility issues.</p> <p>(2) Work with vendors and other groups to increase accessibility of e-resources, including interlibrary loan and e-reserves where possible. Initiate an accessibility review for all direct e-resource purchases, & communicate with vendor Lyrasis about accessibility requirements for LIMS purchases.</p> <p>(3) Assure technological compliance of all instructional content to meet accessibility standards such as WCAG2. WCAG2 Level AA and Section 508" -- Rationale: PDF, PPTX, and other document formats are not covered by WCAG2 but are covered by Section 508 which is a federal requirement.</p> <p>(4) Outfit all classrooms and event spaces with proper audiovisual equipment so that sound is always amplified for the hearing impaired.</p> <p>(5) Establish a cycle for regularly auditing all web platforms for accessibility compliance in partnership with OTS Accessibility.</p> <p>(6) In partnership and with direction from OTS, establish program to let TU community know about federal guidelines on accessibility & ramifications for non-compliance.</p>	Fall 2021 for A/V; others ongoing	Level AA compliance of all web and instructional content; improved percentage of classes using amplification systems for instruction; establishment of an accessibility audit for all web platforms regularly; usage of amplification systems in instruction, events or in other contexts
Include	Make diversity, equity and inclusion training an ongoing necessity for library faculty and staff.	Library IDEA Committee; Library Administration; OIIE; Provost's Office; Library Staff Development Committee	<p>(1) Establish and codify hiring practices. Candidate pools will be diverse and hired library personnel will reflect the diversity of the student body.</p> <p>(2) In collaboration with OIIE and the Provost's Office hold yearly training on bystander intervention.</p> <p>(3) Library managers and supervisors will complete training on creating safe workplaces and structures for employees outside of white supremacist norms by 2022.</p> <p>(4) Staff Development Committee to invite Inclusion Advocates to update the Shared Desks SharePoint site search and hire document library regularly to include current materials on recruiting underrepresented candidates and running inclusive searches.</p>	Fall 2021; Ongoing	Increased percentage of underrepresented candidates in searches and in eventual hires; attendance at bystander intervention training; attendance by department heads for creating safe workplaces; links for Inclusion Advocates materials on SharePoint go live
Include	Offer programs, speakers and grants to support DEI initiatives.	Library Administration; Library Communication, Outreach, & Digital Scholarship Dept; Library IDEA Committee	<p>(1) Host library programing on racism's effect on information justice and higher education and invite BIPOC scholars and speakers to share their work.</p> <p>(2) Apply an equity lens to all programs and events that we host, whether for internal or external audiences. Map the majority of programs to DEI.</p> <p>(3) Track the effort to apply an equity lens to program selection in the outreach database.</p> <p>(4) Fund a DEI action grant program within the library for DEI initiatives.</p>	Fall 2021; Ongoing	Increased engagement at library events; evidence of mapping of programs to DEI initiatives; results of DEI action grants; addition of DEI evaluation on event surveys
Include	Thoughtfully develop local standards, informed by professional ethics, surrounding data security and privacy.	Library Vendor Data Privacy Task Group; Library Content Management Dept; Library Information Technology	<p>(1) Establish the Library Vendor Data Privacy Task Group.</p> <p>(2) Audit library systems, practices and vendor partners in these areas.</p> <p>(3) Be transparent in informing people that their privacy may not be fully protected.</p> <p>(4) Enact changes, where feasible, to improve the security and privacy for our students, faculty, staff, and community users.</p>	Spring to Summer 2022	Implementation of recommendations from the Library Vendor Data Privacy Task Group; successful audit of vendors and systems; implementation of website or public announcement regarding privacy risks with vendors.
Engage	Expand the depth and intentionality of campus and community partnerships and cement the library's role in supporting an anchor institution.	All library departments	<p>(1) Build reading room that functions also as a flexible events and programming space.</p> <p>(2) Evaluation of the depth of existing and future partnerships, especially to determine which collaborations are meaningful and should result in continued partnerships.</p> <p>(3) Creation of a vetting process to determine best collaborative opportunities.</p>	Ongoing	Usage of reading room for events; vetting process for collaborations put into practice; completion of an audit of our internal and external partnerships; development of a strategic roadmap for how to move forward with our internal and external partnerships

Engage	Support students' experiential learning and internship/field study experiences in the library and across campus, including students pursuing entrepreneurship, startup, and venture creation opportunities.	Library Research & Instruction Dept; Library Administration; Library Content Management Dept; SPAR; University Advancement	(1) Acquire appropriate collections. (2) Build capacity in spaces and storage to offer makerspace services that complement existing campus initiatives. Recruit personnel and purchase appropriate equipment. (3) Build instruction capabilities to support experiential learning. (4) Offer paid internship opportunities to students. (5) Determine the potential of a LIBR internship or field study course to support student experiential learning.	#2 pending donor funding; #1 & #3 ongoing; #4 2028; #5 2029	Return on investment analysis of collections; usage of any equipment purchased to fill makerspace gaps; successful placement of interns in paid opportunities; development of an internship program across multiple departments; tracking of where interns are recruited from to assess best channels
Engage	Strengthen relationships with various offices in Student Affairs including the Counseling Center, Career Center, etc.	Library Access Services Dept; Library Research & Instruction Dept; Library Communication, Outreach, & Digital Scholarship Dept	(1) Establish procedures for referrals of students in collaboration with partners in Student Affairs. (2) Investigate possibilities to collaborate with Student Affairs and others to partner on financial literacy and wellness initiatives for TU students. (3) Processes established to ensure Student Affairs partners receive information about library services that can be reshared.	Ongoing	Tracking of referrals to Student Affairs; tracking of successful interactions and collaborative possibilities
Support	Make course materials more affordable by purchasing textbooks, creating web list of library-owned textbooks, and offering consultation on low- and no-cost alternatives to faculty.	Library Admin; Library Information Technology Dept; Library Content Management Dept; Library Access Services Dept; FACET	(1) Raise funds to support textbook purchases, whether through donations or internal reallocations. (2) Create webpages to support textbook discovery. (3) Launch the MOST hub with TU faculty content. (4) Commit to eliminating late fees within one year. (5) Expand Access Services reserves space to accommodate textbooks (6) Complete a campaign to encourage faculty to put their instructor copies on reserve in the library. (7) Recruit librarian to assist with OER outreach and creation. (8) Co-purchase/co-manage an OER authoring software with FACET (9) Train all liaisons on best practices in consultations on OER options. (10) Implement EBSCO's Faculty Select program, which allows faculty to search from a single interface, DRM-free eBooks from EBSCO's platform, as well as from other quality OER platforms.	#1, 2 in Fall 2021; #3 in Spring 2022; #4 in Summer 2022; #5 in Summer 2022 as part of Academic Commons project; #6 in Fall 2022; #7 in 2026; #8 in 2024; #8, 9 & 10 ongoing	Usage of textbooks whether physical or those linked from the textbook access pages; usage of the MOST TU hub; quantity of texts loaded to the MOST TU hub; quantity of textbooks received from faculty members to put on reserves; quantity of textbooks funded from donations; implementation and usage of an OER authoring software
Support	Build the Academic Commons library space, launch the virtual representation, and establish the associated partnerships so that the Academic Commons is a seamless student experience.	Library Admin; Library Information Technology Dept; Library Access Services Dept; Library Research & Instruction Dept; Academic Affairs; TLC; ADS; Writing Center; Advising Center; OTS	(1) Launch virtual services website for the Academic Commons. (2) Recruit appropriate staff and students for the physical space. (3) Relocate OTS help desk services to improve the student experience in the Academic Commons. (4) Cross train all library faculty, library staff, and all building partners on the shared services and common language for referring students. (5) Increase the knowledge and responsibility of everyone who works at the Help/Service Desk to ensure efficiency and equity. (6) Evaluate technology and computing needs for the 3rd floor including assessment of need for desktop vs. laptop student computing. (7) Determine a location for private consultation for students in crisis. Acquire easy to share information from campus partners.	Spring 2022-Fall 2023 and ongoing	Usage of the virtual services presence for the Academic Commons; development of shared training for all partners (faculty, staff and student assistants); successful completion of construction; regular reporting of computer usage statistics

Support	Enhance discoverability of all library collections, including our unique collections and open access collections.	Library Content Management Dept; Special Collections & University Archives; Library Information Technology Dept	<p>(1) Work with vendors to increase discoverability of high-cost e-resources.</p> <p>(2) Recruit interns to process the University Archives backlog to make materials more discoverable.</p> <p>(3) Complete an evaluation of software to streamline the experience of patrons using special collections and recommend a system for purchase.</p> <p>(4) Expand discovery and access to OA journals and use of our repository, by purchasing or developing a new system.</p> <p>(5) Recruit metadata / institutional repository staff to assist with increased load.</p>	Ongoing	Shorter search paths for users to find the sought resources; percentage of University Archives backlog completed; acquisition of software needed for special collections and for the repository; percentage of institutional repository backlog completed
Support	Lead campus efforts locally, and within the larger USMAI project, to successfully migrate the library's central inventory and patron management systems from the current integrated library system (ILS) to a newly selected consortial platform and associated discovery layer.	All library departments	<p>(1) Select a new ILS through the RFP process</p> <p>(2) Implement the ILS locally</p>	Fall 2021-Fall 2023	Successful implementation of a new integrated library system for the entire USMAI consortia; adaptation of workflows and processes locally to align with consortial changes.
Support	Develop and implement innovative promotional strategies	Library Administration; Library Communication, Outreach, & Digital Scholarship Dept	<p>(1) Allocate a marketing budget</p> <p>(2) Recruit staff for marketing and events</p>	Fall 2023, ongoing	Funding of a marketing budget; recruitment of appropriate staff or faculty.
Support	Provide engaging student assistant and volunteer experiences.	All library departments; University Advancement; Library Student Employment Steering Committee; HR	<p>(1) Pay all interns a living wage</p> <p>(2) Continue to prioritize funding of our student assistants, especially with a commitment to hire FWS students.</p> <p>(3) Determine best models for a student employment program for consistent orientation, feedback, development, and engagement experiences across the library.</p> <p>(4) Prioritize student appreciation by organizing events and rewards for students employed at the library.</p> <p>(5) Establish best practice for volunteer programs.</p> <p>(6) Expand the A-LIST program by targeting a donor.</p>	Fall 2021 and ongoing	Establish program to train all student assistants in the library consistently; acquisition of A-LIST donor; increase in number of A-LIST applicants yearly
Sustain	Expand donor relationships thereby increasing philanthropic giving.	Library Communication, Outreach, & Digital Scholarship Dept; University Advancement; Special Collections & University Archives	<p>(1) Work with Advancement to receive a major gift officer employed by Advancement and to target a large donor.</p> <p>(2) Maintain contact with donors through events, meetings, email, phone, and mail interactions.</p> <p>(3) Work with Alumni Affairs to add a code for library student employees, so that contact can be maintained with students after graduation.</p> <p>(4) Encourage alumni engagement via building relationships with alumni groups, encouraging them to donate manuscript collections, memories, etc.</p> <p>(4) Establish more contact with TURFA and retired faculty and staff.</p>	Fall 2021 and ongoing	Increase in gifts received compared to prior years; increased interactions with donors

Sustain	Implement a culture of assessment with routinized assessment of library work.	All library departments; University Advancement; HR	(1) Recruit to support the assessment program. (2) Conduct an organizational equity audit. (3) Complete a user experience study to assess the experiences of BIPOC students in the library and with library representatives in the classroom and report findings publicly so that we may use them to inform change in our spaces, services and interactions. Apply an equity lens to all programs and events that we host, whether for internal or external audiences. Map the majority of programs to DEI. (4) Revise procedures and standards for collecting metrics and usage in collaboration with all library departments. (5) Launch a solution for improved project management.	Fall 2021 and ongoing; Organizational equity audit in Spring 2022.	Results from equity audits; results from user experience studies; adoption of project management system; adoption of an assessment plan
Sustain	Increase sustainability initiatives across the library.	All library departments	(1) Use SharePoint as intranet for departments. (2) Move appropriate paper forms to digital alternatives. (3) Replace print promotional and instructional materials with electronic versions when possible. (4) Purchase electronic collection materials instead of print when possible. (5) Consider sustainability in library renovation and construction projects. (6) Partner with the Office of Sustainability to promote green initiatives and resources.	Fall 2021 and ongoing	Adoption rates of SharePoint as an intranet; quantity of forms moved to digital workflows; percentage of print compared to electronic collections; green ratings for building projects