University Libraries
Loyola University Chicago
Strategic Plan, 2010-2013

The University Libraries include the Cudahy Library, Information Commons, Lewis Library, Rome Center Library, University Archives and Special Collections, Congressional Archives, and Women and Leadership Archives. Our services and collections support the programs of the College of Arts and Sciences, School of Business Administration, School of Communication, School of Continuing and Professional Studies, School of Education, School of Nursing, and School of Social Work. The libraries collaborate with other institutions in Chicago and across the country through membership in the Center for Research Libraries, OCLC international library consortium, and the Consortium of Academic and Research Libraries in Illinois, as well as cooperative agreements with the Association of Jesuit Colleges and Universities and other universities. We welcome our Rogers Park and Edgewater neighbors through our Community Access Policy.

The intent of this plan is to illustrate our vision for the next three years. Using our own mission and vision as a foundation and in response to *Our Commitment to Excellence: Loyola's Plan 2009-2015*, we have synchronized our directions to fully support the directions outlined in the University's plan.

Our Mission: The Loyola University Libraries facilitate the pursuit of knowledge and creativity through user-focused services and collections in an inviting, collaborative, and innovative learning environment.

Our Vision: To be Loyola's gateway to the world of information and scholarship.

The libraries will pursue three directions to advance over the next three years:

> *Re-envision the collections.*
>
> *Re-align services and facilities to meet established and emerging needs.*
>
> *Re-affirm our identity and centrality to the academic mission.*

We are grateful for the extraordinary University support and funding in recent years. This has helped us to deliver quality services and has helped to compensate for earlier years of underfunding in the collections. Recent collection assessment indicates that the lean years resulted in a gap between the quality of our collections and those of our peer institutions, so we will continue to rebuild collections to be competitive with our peers. We understand our responsibility to continue as good stewards of our current and future resources.

The libraries must deliver excellent quality in our established services while moving into new and emerging areas such as creating and managing digital collections, responding to unprecedented demand on our facilities, and extending services to new platforms and via new delivery paths. While all our goals require a commitment of personnel and funding, our aim is to identify tactics and actions that can be scaled to allow us to make progress in any economy.

Re-envision the collections

We will define and clearly describe the collections we have and the collections we need to ensure academic success. As scholarly publishing evolves, delivery of content will increasingly be through new means and in new formats. Current analysis suggests that the primary form of scholarly communication in many disciplines remains the peer-reviewed journal, often in electronic form. In addition, university press publications and other scholarly books are primary in some fields. The strength, depth, and continued growth of the library's collection remain core indicators of both the library's quality and reputation and the University's commitment to success. We will continue to build both print and digital collections through acquisitions and digitization of unique local collections.

The following actions are important to our success in implementing this strategy:

❖ **Define, re-define, and broaden collection parameters** to create and maintain a collection that meets the evolving needs of library users and supports the University's areas of strategic growth through collaboration with faculty, students, other libraries, and consortia. These collection guidelines will recognize and balance the increasing importance of digital collections with enduring value of print and other material collections.

   o Evaluate the academic potential of alternate formats and media to determine their importance to the library's collecting mission in order to refocus, refresh and reinvigorate our collections to better serve our users

   o Develop and implement a multi-year project to assess the print collection in order to identify areas with potential for growth, specifically in disciplines for which the scholarly monograph is a primary means of scholarly communication.

❖ **Build a digital repository** to enable the best use of unique and original material by the university community. The digital repository will be used by the library to organize, preserve, and provide online access to documents and media originated at Loyola, with potential benefits of increasing use of this material and freeing space for other uses in the library facilities. This repository may include Loyola faculty and student works; governance, committee, and other university documents; theses and dissertations; and other pertinent resources.

   o Work with faculty and other campus constituencies to determine the emphases and content of the digital repository.

   o Expand current digital special collections by adding more content. Create new digital collections, including a digitized rare book collection. Develop skills in digital resource creation as we - the University, the library, and the faculty - begin to create our own resources and repositories.

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Re-align services and facilities to meet established and emerging needs

We will align our services, resources, and space to respond better to the ways our users approach the process of inquiry, research, and reflection implied by the transformative education addressed in the University's plan. We will use the results of our own assessment to define these improvements.

The following actions are important to our success in implementing this strategy:

❖ **Improve delivery of person-to-person services** by ensuring that a wider range of basic library services is available at all service points and by streamlining the provision of services.

   o Establish a baseline of service that will be available at every service point and from every service person. Provide effective and accurate referrals to more specialized library, ITS, and other university services.

   o Increase cross training, internal collaboration within the libraries, and external collaboration, for example between the libraries and ITS, in order to reduce the need for library users to distinguish between various service points and departments.

   o Implement the staff development programming needed to ensure the success of this service.

   o Experiment with alternate locations of service providers, in order to be available in locations in which assistance is most needed, within the libraries and beyond.

❖ **Improve virtual access to the collection and services.** We will create a web site that is more user-centered, based on assessment of Loyola student and faculty preferences as well as research on information-seeking behavior.

   o Reorganize the content of the library web site to guide users through the process of research.

   o Redesign the appearance of the library web site to harmonize with the university's site in order to enhance its usability by students, faculty, and members of the Loyola community and to capitalize on the Loyola brand.

   o Increase user awareness of Archives and Special Collections, the Women and Leadership Archives, the Congressional Archives, the digital repository, and other unique Loyola resources, by making them more prominent in the libraries' web site and by increasing the inclusion of special collections, rare books, and e-books in the library catalog.

   o Facilitate access to the collections of other libraries and to full-text online resources by using WorldCat Local as our public catalog.

   o Develop or adopt applications to make our resources more accessible by new technologies as they are adopted by our users, for example, mobile devices.

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❖ **Improve and expand collection services to the Centers of Excellence.** The University's strategic plan emphasizes the development of these centers and we will support their success by delivering services similar to those offered to the academic departments.

  o Appoint a library liaison to each Center to provide the subject services currently offered to the academic departments and to develop the collection to support the interdisciplinary work of the Centers. Potential services may include development of research tools, targeted events or programs, specialized reference services, and targeted collection development.

❖ **Improve physical access to the libraries and our collections.** Exploring our collection should be pleasant, intuitive, and even fun. Cudahy, Lewis, and the Rome Center Libraries will provide atmospheres conducive to quiet individual scholarship and immersion in the physical collections.

  o Facilitate the use of the physical collections through rearrangement, improved signage and directional information, and aesthetic improvement.

❖ **Create a variety of flexible spaces that meet the educational and social needs of the users.** Our patrons use the library facilities in a variety of ways: for quiet study and group projects; as a place to learn and to socialize; for brief visits or hours of hard work. The Information Commons, Cudahy Library, Lewis Library, and the Rome Center Library offer technology and learning spaces, media use facilities, and other configurations to support collaborative learning. As the Learning Commons Initiatives are realized, these features will become more prominent in all of our facilities.

  o Use assessment data to define future needs and inform future renovation of the libraries.

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Re-affirm our identity and centrality to the academic mission

We have a well-developed sense of our role, expressed in <u>our mission, vision, and values</u>. We will raise the awareness of that identity and increase outreach services and promotion of our new initiatives so the Loyola community recognizes what we offer and how we can contribute to student, faculty, and University success. We will also take advantage of new methods to engage users outside the library, through improved technology and programming.

The following actions are important to our success in implementing this strategy:

❖ **Support transformative learning by developing information literacy skills in all students.** Information literacy is important to the mission of Loyola University Chicago, as recognized in the information literacy section of the *Core Curriculum Guide.* Students who are introduced to information literacy skills during their first year will be able to use those skills throughout their careers at LUC and in their future lives. The University Libraries are eager to develop collaborative relationships with other Loyola departments to provide all students with opportunities that improve information literacy skills and support transformative learning.

  o Work with the University committee on the Core Curriculum with the goal of incorporating library information literacy programming into the Core.

  o Work with the Office of First Year Experience with the goal of incorporating library information literacy programming into the Loyola Seminar.

  o Initiate focused outreach and instruction for transfer students, non-traditional students, and students participating in programs that support retention and success at Loyola such as Learning Enrichment for Academic Progress.

  o Enhance the quality and extent of instruction to the first year and transfer students, specifically in research-focused class sessions taught by a librarian.

  o Expand library instruction to upper-level undergraduate and graduate classes.

  o Promote innovation in information literacy curriculum, delivery methods, and programs, by establishing a Library Instruction Coordinator position responsible for leading the librarians in this work.

❖ **Support excellence in teaching and research and support faculty development through collaboration with other Loyola departments.**

  Faculty development programs contribute to the overall success of the classroom faculty and their efforts in teaching, research and mentoring of students.

  o Collaborate with the Center for Faculty Professional Development to provide library tools for teaching and research through CFPD programs.

  o Collaborate with EMERGE to offer librarian-taught workshops to the Loyola community on topics such as copyright and scholarly publishing issues.

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- o Offer general library orientation to all incoming faculty and at every Focus on Teaching event, in addition to the specialized sessions such as copyright, or archives and special collections at Loyola.

- o Target individual classes for specialized services such as course-specific research guides, or librarians' participation in online class forums in order to advise on research questions.

- o Create opportunities and sponsor or co-sponsor events that bring faculty together, such as the Faculty Publication Celebration and other symposia.

- ❖ **Increase the impact of the libraries' subject services including collection development and specialized reference and instruction services.** All of our services focus on the success of the academic mission, and the subject specialist librarians have primary responsibility for ensuring that the libraries fully support what is being taught and researched at Loyola. Subject specialists will also be necessary to ensure Loyola's Centers of Excellence have access to the library resources required to develop their multi-disciplinary programs. Through increased communication and collaboration, we can recognize, develop, and deliver the most relevant collections and services.

  - o Develop individualized professional development plans for subject specialists to deepen their expertise in relevant areas of knowledge, including the academic disciplines for which they select, the structure of scholarly communication in those disciplines, specialized research tools and methods, digital resource creation, and new information technology.

  - o Develop individualized outreach plans to establish and enhance relationships with academic departments and centers in order to ensure that teaching and research faculty are well informed about the services provided by their subject specialists and that subject specialists are well informed about current and anticipated directions in teaching and research.

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Summary

Implicit in these proposals is a fundamental commitment to outreach, promotion of services, and continuous assessment to inform improvement. We want every member of the Loyola community to know what we have to offer them and how our services can support their success, and thereby advance the university's goals as expressed in *Our Commitment to Excellence*.   Specific correlations with the university's strategies include:

❖ Stronger library collections meet the research needs of our graduate students and faculty and thereby contribute to the reputations of the graduate and professional schools.

❖ Library services and collections tailored to the Centers for Excellence will support the success of these centers and potentially to inter-disciplinary and inter-campus collaboration.

❖ The digital repository collection will increase visibility of graduate and faculty research and so has the potential to contribute to reputation of the university.

❖ Collaboration with the Center for Faculty Professional Development to reach out to faculty allows us to support faculty to meet the teaching and research expectations laid out in the university plan.

❖ Information literacy skills contribute to students' immediate academic success and to students' capacity for lifelong learning. By contributing to student success, these skills may also contribute to retention.

❖ The libraries can support the university's strategy to create spaces that promote academic and social pursuits through major building projects such as the planned Rome Center Library and the projected renovations of Lewis Library and Cudahy Library.

❖ Every improvement the libraries make in services, collections, and facilities will help the university meet and exceed student expectations and thereby support recruiting and retention.

The University Libraries are confident that through collection building, development of forward looking services, and collaboration with others in the University to support their academic goals, we will contribute to a future for Loyola characterized by excellence in teaching, research, and service as envisioned in the University's strategic plan.

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