

JOHN H. EVANS LIBRARY
&
HARRY P. WEBER UNIVERSITY ARCHIVES
FLORIDA INSTITUTE OF TECHNOLOGY

STRATEGIC PLAN
2014 - 2017

A PATHWAY FOR THE FUTURE

JUNE 2014

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STRATEGIC PLAN: 2014-2017

INTRODUCTION

The strategic plan of the John H. Evans Library & Harry P. Weber University Archives (“Florida Tech Libraries”) is ambitious in scope and scale. It honors the tradition of Florida Tech, a high-tech institution with a human touch, and responds to driving forces affecting libraries and higher education.

These forces, the accelerating pace of change in technology, scholarly communication, interdisciplinary research, online learning, content delivery, and management, the emphasis on process over product, and the increasing volume of e-science and digital humanities, are causing seismic shifts in the nature of the world’s academic libraries. There is no doubt that the world of information holds infinite promise for evolution of academic libraries. As such, we envision the Florida Tech Libraries to emerge as:

- A platform for learning, innovation, and digital scholarship in a global context;
- A hub for strategic partnerships; and
- A niche learning organization that is responsive to students and faculty needs.

Florida Tech is committed to the generation of new knowledge and to becoming a learning-centered institution engaging both undergraduate and graduate students in distinctive and interdisciplinary research activities that best serve the educational, societal, and economic needs of the region, state, nation, and world. The Libraries, in their current state and in their evolving future, will stride along with the university to achieve its goals.

It is incumbent upon the Libraries to rise to the challenge and take on the responsibility for making decisions that add value to the institute — for information service is the Libraries’ domain of expertise. During the next three years, Florida Tech Libraries will:

- Make decisions that will shape the information services for thousands of its students, faculty, and community members;
- Acquire a multitude of new scholarly resources and tools and strive to fulfill the needs of student and faculty scholarship and research;
- Take an in-depth look at facilities and patterns of usage and alter floor plans to reflect the needs of the Libraries’ broadly networked interdisciplinary community, rather than rely on the requirements of the past geographical footprint;
- Become the nucleus of the next generation of academic libraries and open new channels of communication and collaboration with the community and others around the nation;
- Excel in serving users in a new manner that is consistent with the development of new information-seeking habits and cognitive learning models; and
- Strive to be the best-equipped staff to facilitate all types of information needs necessary for the success of all who come in contact with the Florida Tech Libraries.

The Libraries will aspire to fulfill its vision statement:

To be the preeminent high-tech center of learning, information, and culture with the ultimate human touch.

and will find direction from its mission statement:

The mission of Florida Tech Libraries is to enable our students and faculty to positively influence the society in which they live by creating an exceptional learning and discovery environment. The Libraries will enhance their support by creating and sustaining an intuitive and trusted information environment in a culturally and technologically superior setting. Florida Tech Libraries are committed to developing innovative services, programs, spaces, strategies, and systems that promote discovery, dialogue, learning, and the nourishment of the human spirit.

STRATEGIC GOALS

- I. Ensure access to the scholarly records needed for the Florida Tech community and provide services to support learning and the full cycle of research and scholarly exchange.
- II. Enhance the on-campus experience through transformed library services and renovation of library spaces to meet reflective and collaborative work and study needs.
- III. Promote an organizational culture of transparency, fluidity, and innovation and build better capabilities for managing learning and development to enable the Libraries' faculty and staff to succeed in a changing environment.

FLORIDA TECH STRATEGIC PLAN

The [Florida Tech Strategic Plan](http://www.fit.edu/president/documents/2012strategic-plan.pdf) (<http://www.fit.edu/president/documents/2012strategic-plan.pdf>) states that its overarching goal is to endeavor to allow the students to receive an experience commensurate with high tech with a human touch.

The Libraries exist to support the institution in realizing its mission. The goal-related objectives below are mapped to university initiatives.

University Initiatives	Mapping to Libraries' Goal-related Objectives
Initiative 1: Mission Statement	Library's mission statement
Initiative 2: Undergraduate Education Students will receive quality instruction, hands on research opportunities, and instruction with technology.	<p>I.1 – Acquire, create, assess, and maintain collections and discovery services that support changing student and faculty information needs and enhance learning and scholarship opportunities through ongoing development of licensed and open-source digital special collections, technological systems, intuitive websites, and user-driven collection and service strategies.</p> <p>I.2 – Provide undergraduate students with expert support to enable them to evaluate, manage, and use information to fulfill their specific needs.</p> <p>I.5 – Harness Florida Tech's multi-cultural resources to provide services that meet user needs from an international perspective.</p> <p>I.6 – Market library services, resources, and spaces in ways that meet users' expectations and their varied work and learning styles.</p> <p>II.2 – Continually assess user expectations, study practices, and technology use to provide work spaces, tools, archives, and exhibits that foster learning, innovation, and cultural and artistic exchange in a comfortable, attractive environment.</p> <p>III.4 – Recruit, retain, and reward staff that exhibit robust skills in emerging technologies, especially in the fields of science and engineering. Provide opportunities for self-assessment to explore gaps in areas of expertise to augment needed skills through training and mentoring.</p>
Initiative 3: Undergraduate Enrollment	<p>I.1 – Acquire, create, assess, and maintain collections and discovery services that support changing student and faculty information needs and enhance learning and scholarship opportunities through ongoing development of licensed and open-source digital special collections, technological systems, intuitive websites, and user-driven collection and service strategies.</p> <p>II.1 – Design services that personalize attention (e.g. pairing freshmen with dedicated library staff) to improve residential experience and retention.</p> <p>III.4 – Recruit, retain, and reward staff that exhibit robust skills in emerging technologies, especially in the fields of science and engineering. Provide opportunities for self-assessment to explore gaps in areas of expertise to augment needed skills through training and mentoring.</p>

<p>Initiative 4: Graduate Education and Enrollment</p> <p>Provide students with quality, dynamic, graduate and professional programs through the development of supportive learning environments.</p>	<p>I.1 – Acquire, create, assess, and maintain collections and discovery services that support changing student and faculty information needs and enhance learning and scholarship opportunities through ongoing development of licensed and open-source digital special collections, technological systems, intuitive websites, and user-driven collection and service strategies.</p> <p>I.3 – Respond to graduate students’ needs for training and guidance in managing data and information resources, by embedding scholarly resources and services in on-campus and online learning environments.</p> <p>I.4 – Offer consultation for faculty and researchers to meet requirements of grant proposals, publications, and research data management plans, and continue effort to outreach and collaborate with other campus groups.</p> <p>I.6 – Market library services, resources, and spaces in ways that meet users’ expectations and their varied work and learning styles.</p> <p>II.2 – Continually assess user expectations, study practices, and technology use to provide work spaces, tools, archives, and exhibits that foster learning, innovation, and cultural and artistic exchange in a comfortable, attractive environment.</p> <p>II.5 – Encourage interaction of Libraries’ faculty and staff with all groups of users to identify opportunities for new collaborations, funding, and integration of library services with campus curricula and research.</p> <p>II.8 – Establish a Digital Scholarship Laboratory for faculty, graduate students, and researchers.</p> <p>III.4 – Recruit, retain, and reward staff that exhibit robust skills in emerging technologies, especially in the fields of science and engineering. Provide opportunities for self-assessment to explore gaps in areas of expertise to augment needed skills through training and mentoring.</p>
<p>Initiative 5: Student Life</p> <p>Promote learning environment where students can achieve their fullest potential through student services and programs.</p>	<p>I.1 – Acquire, create, assess, and maintain collections and discovery services that support changing student and faculty information needs and enhance learning and scholarship opportunities through ongoing development of licensed and open-source digital special collections, technological systems, intuitive websites, and user-driven collection and service strategies.</p> <p>I.5 – Harness Florida Tech’s multi-cultural resources to provide services that meet user needs from an international perspective.</p> <p>I.6 – Market library services, resources, and spaces in ways that meet users’ expectations and their varied work and learning styles.</p> <p>II.1 – Design services that personalize attention (e.g. pairing freshmen with dedicated library staff) to improve residential experience and retention.</p> <p>II.2 – Continually assess user expectations, study practices, and technology use to provide work spaces, tools, archives, and exhibits that foster learning, innovation, and cultural and artistic exchange in a comfortable, attractive environment.</p>

	<p>III.5 – Encourage staff to experiment, innovate, and implement new approaches to their work.</p> <p>III.8 – Demonstrate a commitment to diversity via the Libraries’ collections, spaces, and staffing.</p>
<p>Initiative 6: Technology</p> <p>Focus on key areas to ensure long-range adaptability to a rapidly changing environment.</p>	<p>I.1 – Acquire, create, assess, and maintain collections and discovery services that support changing student and faculty information needs and enhance learning and scholarship opportunities through ongoing development of licensed and open-source digital special collections, technological systems, intuitive websites, and user-driven collection and service strategies.</p> <p>II.6 – Enhance the Libraries’ role as steward of the institution’s intellectual capital through institutional repository development, support of open access publishing experiments, and collaboration with faculty and researchers.</p> <p>II.8 – Establish a Digital Scholarship Laboratory for faculty, graduate students, and researchers.</p> <p>III.4 – Recruit, retain, and reward staff that exhibit robust skills in emerging technologies, especially in the fields of science and engineering. Provide opportunities for self-assessment to explore gaps in areas of expertise to augment needed skills through training and mentoring.</p>
<p>Initiative 7: Stewardship of University Resources</p> <p>Improve quantity and quality of human, physical, and fiscal resources.</p>	<p>I.4 – Offer consultation for faculty and researchers to meet requirements of grant proposals, publications, and research data management plans, and continue effort to outreach and collaborate with other campus groups.</p> <p>II.2 – Continually assess user expectations, study practices, and technology use to provide work spaces, tools, archives, and exhibits that foster learning, innovation, and cultural and artistic exchange in a comfortable, attractive environment.</p> <p>II.3 – Enhance the appearance and functionality of the University Archives and its patron workspaces, increasing the Libraries’ sustained growth, space, and budget for its Archival Collection.</p> <p>II.5 – Encourage interaction of Libraries’ faculty and staff with all groups of users to identify opportunities for new collaborations, funding, and integration of library services with campus curricula and research.</p> <p>II.6 – Enhance the Libraries’ role as steward of the institution’s intellectual capital through institutional repository development, support of open access publishing experiments, and collaboration with faculty and researchers.</p> <p>II.7 – Demonstrate alignment of the Libraries’ projects with university priorities in external communications on the website and in other public-facing venues, such as fundraising materials, other publicity materials, exhibits, and events.</p> <p>III.1 – Support and engage the staff to understand and promote the vision and mission of the Libraries by improving organizational structure, clarifying job responsibilities, and defining competencies for all library positions.</p>

	<p>III.2 – Adopt Library-wide strategic priorities, policies, practices, and collaboration tools to improve effectiveness and workflow.</p> <p>III.5 – Encourage staff to experiment, innovate, and implement new approaches to their work.</p> <p>III.6 – Develop policies that ensure equity and access to training, mentoring, and professional development.</p> <p>III.7 – Recognize staff who build on strengths or address weaknesses of the Libraries, support team approaches to problem-solving, and reward collaborative work and innovation.</p>
<p>Initiative 8: Research and Sponsored Programs</p> <p>Promote, foster, and sustain highest quality research for students.</p>	<p>I.1 – Acquire, create, assess, and maintain collections and discovery services that support changing student and faculty information needs and enhance learning and scholarship opportunities through ongoing development of licensed and open-source digital special collections, technological systems, intuitive websites, and user-driven collection and service strategies.</p> <p>I.4 – Offer consultation for faculty and researchers to meet requirements of grant proposals, publications, and research data management plans, and continue effort to outreach and collaborate with other campus groups.</p> <p>II.5 – Encourage interaction of Libraries’ faculty and staff with all groups of users to identify opportunities for new collaborations, funding, and integration of library services with campus curricula and research.</p> <p>II.8 – Establish a Digital Scholarship Laboratory for faculty, graduate students, and researchers.</p>
<p>Initiative 9: Funding</p> <p>Increase overall university funding.</p>	<p>I.5 – Harness Florida Tech’s multi-cultural resources to provide services that meet user needs from an international perspective.</p> <p>I.6 – Market library services, resources, and spaces in ways that meet users’ expectations and their varied work and learning styles.</p> <p>II.5 – Encourage interaction of Libraries’ faculty and staff with all groups of users to identify opportunities for new collaborations, funding, and integration of library services with campus curricula and research.</p>
<p>Initiative 10: Communication and Teamwork</p> <p>Promote an inclusive, engaged community through communication and dialogue while fostering trust and collaboration.</p>	<p>I.5 – Harness Florida Tech’s multi-cultural resources to provide services that meet user needs from an international perspective.</p> <p>I.6 – Market library services, resources, and spaces in ways that meet users’ expectations and their varied work and learning styles.</p> <p>II.4 – Support the university’s community-engagement efforts.</p> <p>II.5 – Encourage interaction of Libraries’ faculty and staff with all groups of users to identify opportunities for new collaborations, funding, and integration of library services with campus curricula and research.</p>

	<p>III.1 – Support and engage the staff to understand and promote the vision and mission of the Libraries by improving organizational structure, clarifying job responsibilities, and defining competencies for all library positions.</p> <p>III.2 – Adopt Library-wide strategic priorities, policies, practices, and collaboration tools to improve effectiveness and workflow.</p> <p>III.3 – Encourage open discussions, teamwork, and flexibility to tackle challenges as they arise.</p> <p>III.7 – Recognize staff who build on strengths or address weaknesses of the Libraries, support team approaches to problem-solving, and reward collaborative work and innovation.</p> <p>III.8 – Demonstrate a commitment to diversity via the Libraries’ collections, spaces, and staffing.</p>
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The overall Libraries’ plan has been written in the spirit of the university plan. It then puts a detailed emphasis on the mechanisms and tools that allow the Libraries to create the desired learning environment for the university to realize its mission.

STRATEGIES & ACTIONS

Goal I: Ensure access to the scholarly records needed for the Florida Tech community and provide services to support learning and the full cycle of research and scholarly exchange.

The Libraries will endeavor to provide students and faculty with new means to gain rapid access to the content needed in the formats best suited for their work. The Libraries will invest in more focused digital collections, provide high-level consultation services, and support the creation, use, reuse, and curation of data produced by researchers. It will cooperate with other libraries and publishers to ensure ongoing access to scholarly records and invest in the tools needed for information processing.

Objectives:

1. Acquire, create, assess, and maintain collections and discovery services that support changing student and faculty information needs and enhance learning and scholarship opportunities through ongoing development of licensed and open-source digital special collections, technological systems, intuitive websites, and user-driven collection and service strategies.
2. Provide undergraduate students with expert support to enable them to find, evaluate, manage, and use information to fulfill their specific research needs.
3. Respond to graduate students' needs for training and guidance in managing data and information resources, by embedding scholarly resources and services in on-campus and online learning environments.
4. Offer consultation for faculty and researchers to meet requirements of grant proposals, publications, and research data management plans, and continue effort to outreach and collaborate with other campus groups.
5. Harness Florida Tech's multi-cultural resources to provide services that meet user needs from an international perspective.
6. Market library services, resources, and spaces in ways that meet users' expectations and their varied work and learning styles.

Goal II: Enhance the on-campus experience through transformed library services and renovation of library spaces to meet reflective and collaborative work and study needs.

The Libraries strive to be a vibrant learning hub and intellectual crossroads in its physical and virtual spaces. Over the next 3 years, some spaces will be renovated to provide attractive learning environment that is conducive to study, collaboration, and cross-disciplinary interaction in close proximity to collections, technology, and staff support. The Libraries will also partner with faculty, staff, and administration to identify opportunities to improve the residential experience and improve retention.

Objectives:

1. Design services that personalize attention (e.g. pairing freshmen with dedicated library staff) to improve residential experience and retention.
2. Continually assess user expectations, study practices, and technology use to provide work spaces, tools, archives, and exhibits that foster learning, innovation, and cultural and artistic exchange in a comfortable, attractive environment.
3. Enhance the appearance and functionality of the University Archives and its patron workspaces, increasing the Libraries' sustained growth, space, and budget for its Archival Collection.
4. Support the university's community-engagement efforts.
5. Encourage interaction of Libraries' faculty and staff with all groups of users to identify opportunities for new collaborations, funding, and integration of library services with campus curricula and research.
6. Enhance the Libraries' role as steward of the institution's intellectual capital through institutional repository development, support of open access publishing experiments, and collaboration with faculty and researchers.
7. Demonstrate alignment of the Libraries' projects with university priorities in external communications on the website and in other public-facing venues, such as fundraising materials, other publicity materials, exhibits, and events.
8. Establish a Digital Scholarship Laboratory for faculty, graduate students, and researchers.

Goal III: Promote an organizational culture of transparency, fluidity, and innovation and build better capabilities for managing learning and development to enable the Libraries' faculty and staff to succeed in a changing environment.

The Libraries will advance a culture of transparency, responsiveness, agility, innovation, assessment, and support for the university's priorities. It will foster organizational transparency, responsibility, and professional self-development and will invest in continued training and development programs, recruiting of librarians with new skill sets and with diverse professional backgrounds.

Objectives:

1. Support and engage the staff to understand and promote the vision and mission of the Libraries by improving organizational structure, clarifying job responsibilities, and defining competencies for all library positions.
2. Adopt library-wide strategic priorities, policies, practices, and collaboration tools to improve effectiveness and workflow.
3. Encourage open discussions, teamwork, and flexibility to tackle challenges as they arise.
4. Recruit, retain, and reward staff that exhibit robust skills in emerging technologies, especially in the fields of science and engineering. Provide opportunities for self-assessment to explore gaps in areas of expertise to augment needed skills through training and mentoring.
5. Encourage staff to experiment, innovate, and implement new approaches to their work.
6. Develop policies that ensure equity and access to training, mentoring, and professional development.
7. Recognize staff who build on strengths or address weaknesses of the Libraries, support team approaches to problem-solving, and reward collaborative work and innovation.
8. Demonstrate a commitment to diversity via the Libraries' collections, spaces, and staffing.

IMPLEMENTATION

This strategic plan will be implemented over three years. The detailed strategies and proposed actions will be prioritized through library-wide discussions, rigorous reviews, and data analysis, further informing and adjusting the planning process.