



NSU Libraries' Strategic Plan

MISSION

The Nova Southeastern University Libraries collaborate to be the premier research, cultural, and lifelong learning centers for NSU and the community.

VISION

The NSU libraries will be:

- An essential and vital component of NSU ensuring its success as a premier academic institution.
- Instrumental in supporting and advancing NSU's teaching, research, community service, and outreach missions through innovation and creativity.
- An enriching physical and virtual library environment that advances and supports the academic and research needs of its community.
- A partner with NSU's faculty in engaging students through information literacy skills necessary for success in their studies, research, and careers.
- A dynamic educational and cultural center for the University and the community to promote and support lifelong learning.

NSU Libraries' Strategic Plan Goals, Objectives, and Strategies

ALVIN SHERMAN LIBRARY – 2011 - 2016

GOAL 1: Improve Communication *Enhance communication among NSU Libraries, the University and the community.*

- 1.1 Develop and implement a marketing plan to improve communication.
- 1.2 Create and communicate to staff, faculty, students and the public a cohesive message about the important role that the NSU Libraries play.
- 1.3 Streamline the dissemination of information both horizontally and vertically within each library and between all NSU libraries.
- 1.4 Empower staff, customers and strategic partners as messengers.

GOAL 2: Staff, Resources, Organization, and Development *Support and engage the staff to meet the vision and mission of the NSU Libraries by improving organizational structure and providing skill training and professional development.*

- 2.1 Examine all library functions to determine whether current positions or new positions are required to support the Libraries' strategic plan.
- 2.2 Invest in skill and staff development, acknowledging the need for highly trained technical staff, project managers, and leadership qualities.
- 2.3 Develop a management strategy that emphasizes competitive pay, internal equity, administrative flexibility, and the linkage of pay and performance in order to attract and retain a well-qualified and high-performing staff.
- 2.4 Create and implement a program that recognizes and rewards exceptional performance, either individual or group collaboration.
- 2.5 Ensure that operations and staff policies and procedures are consistent among NSU Libraries, allowing for individual library needs, and are aligned with our mission and goals.

GOAL 3: Facilities and space design *Continually improve functional spaces within existing buildings through effective planning and design to meet the needs of the users.*

- 3.1 Facilities Review - Review library facilities and develop a series of recommendations for improvement with community input.
- 3.2 Collections Review - Assess usage and review retention policy on resources occupying valuable space in library (i.e., reference, microforms, print journals).
- 3.3 Fundraising/Development Opportunities Review

NSU Libraries' Strategic Plan Goals, Objectives, and Strategies

GOAL 4: Technology *Identify, evaluate and implement technology to enable the University Libraries to support its mission and fulfill its vision.*

4.1 Encourage communication and collaboration within NSU libraries throughout the technology planning, implementation, and assessment process to strengthen internal relationships and external partnerships.

4.2 Create an organizational culture that fosters technology training and education as a necessary part of the job.

4.3 Utilize digital technology to provide convenient, portable, and seamless access to library resources.

4.4 Create and deploy automated systems to achieve cost-effective work processes.

4.5 Develop budget strategies and maintain high-functioning information technology equipment.

4.6 Develop campus-wide and community-based digital collections and repositories.

GOAL 5: Information Literacy *Develop an information literate user community engaged in lifelong learning.*

5.1 Collaborate between NSU libraries to promote information literacy.

5.2 Develop and Implement a formal plan of library instruction.

GOAL 6: Learning Resources and Services *Strengthen the quality of the collections and enhance information services to support the advancement of academic excellence and lifelong learning.*

6.1 Expand the collections, physical and virtual, to support the University's mission and vision.

6.2 Offer seamless and convenient access to both online and traditional resources and services.

6.3 Manage resources to support new and existing academic disciplines and meet the evolving needs of the community.

6.4 Improve services by utilizing assessment and accountability indicators that measure needs and impact.

6.5 Provide cultural programs and resources relevant to the community.

NSU Libraries' Strategic Plan Goals, Objectives, and Strategies

HPD LIBRARY – 2011 - 2013

GOAL 1: Improve Communication *Enhance communication among NSU Libraries, the University and the community.*

1.1 Develop a unified liaison outreach plan for reaching new and current faculty.

- a. Contact all new faculty within one month of beginning of new term for each program
- b. Design and produce regular outreach tool (*e.g.* newsletter, email blast) with current resource information such as new databases, services provided, etc.
- c. Contact all regular faculty at least once/quarter via email, phone or face to face contact
- d. Maintain record of all contacts via approved statistical record.

1.2 Create and communicate to staff, faculty, and students a cohesive message about the important role that NSU Libraries play.

- a. Create a theme for each year (2010 was "Excellence in Service"; 2011 is "We're Listening") as the central message for the year and develop other communications from that theme.
- b. Use social networking tools as well as conventional posters, bulletin boards, etc., to showcase happenings in the library.
- c. Utilize the TV monitors in the commons area to introduce students and faculty to resources and services

GOAL 2: Staff, Resources, Organization, and Development

2.1 Support and engage the staff to meet the vision and mission of the NSU Libraries by improving organizational structure and providing skill and training and professional development.

- a. Examine all library functions and job descriptions to determine whether current positions and job descriptions reflect the true nature of the work being done.
- b. Revise job descriptions and reassign duties as needed to accurately reflect changing job functions in the library.
- c. Work with other NSU Libraries to develop a tiered program for advancement for current staff.

2.2 Invest in skill and staff development, acknowledging the need for highly trained technical staff, project managers and leadership qualities.

- a. Develop a training module for new hires, including basic knowledge of Novacat, databases, full text journals, policies and procedures.

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- b. Develop a cross-training program for all technical services personnel so that there is redundancy for all positions.
- c. Require all staff to attend a minimum of one outside training session per year as approved by supervisor and as appropriate to the position. This will be noted in the annual review.

GOAL 3: Facilities and Space Design *Continually improve functional spaces within existing buildings through effective planning and design to meet the needs of the users.*

- a. 2011—Furnish the empty seating area; develop studio area for students and faculty
- b. 2012—Refurbish existing study center rooms
- c. 2013—Plan for library expansion with construction of Infill Building

GOAL 4: Technology *Identify, evaluate and implement technology to enable the University Libraries to support its mission and fulfill its vision.*

- a. Develop tablet initiative with purchase and utilization of iPads and/or other mobile devices for staff use and for check out to faculty and students.
- b. Provide training for tablets and other new devices as they come on the market.
- c. Ensure access to library resources via new technologies. Adjust formats as needed for maximum access.
- d. Continue to replace computer equipment on a 3-4 year cycle, including desktop computers, printers, portable devices.

GOAL 5: Information Literacy / Instruction *Develop an information literate user community.*

- a. Create a mission, goals, learning outcomes for HPD Library Instruction by program
- b. Identify and evaluate library instruction assessment by program
- c. Create a central repository of assessments, library created instructional tutorials, handouts, materials

GOAL 6: Resources *Strengthen the quality of the collections and enhance information services to support the advancement of academic excellence and lifelong learning.*

- a. Evaluate current Collection Development policies
- b. Update or create new Collection Development policies
- c. Expand ebook collection as titles become available
- d. Create systemic evaluation model for determining value of electronic resources

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UNIVERSITY SCHOOL – 2011 - 2016

GOAL 1: Improve Communication *Enhance communication among NSU Libraries, the University and the community.*

1.1 Develop and implement a marketing plan to improve communication.

- a. Collaborate with the University School Development Office to develop an improved marketing plan for all library activities and services.
- b. Utilize University School Facebook, Twitter, and ULink to promote all library services and activities.

1.2 Create and communicate to staff, faculty, students and the public a cohesive message about the important role that the NSU Libraries play.

- a. Send promotional information about the library directly through faculty email.

1.3 Streamline the dissemination of information both horizontally and vertically within each library and between all NSU libraries.

1.4 Empower staff, customers and strategic partners as messengers.

GOAL 2: Staff, Resources, Organization, and Development *Support and engage the staff to meet the vision and mission of the NSU Libraries by improving organizational structure and providing skill training and professional development.*

2.1 Examine all library functions to determine whether current positions or new positions are required to support the Libraries' strategic plan.

- a. Compare current staffing structure with similar libraries.
- b. Retain current staffing in all the University School libraries to maintain a high level of service and instruction for students and faculty that meet the school's mission.
- c. Support the Upper School college preparatory program with additional professional staff

2.2 Invest in skill and staff development, acknowledging the need for highly trained technical staff, project managers, and leadership qualities.

2.3 Develop a management strategy that emphasizes competitive pay, internal equity, administrative flexibility, and the linkage of pay and performance in order to attract and retain a well-qualified and high-performing staff.

- a. Using recognized national professional organization salary surveys, identify salary levels within different types of libraries. (e.g. AAHSL for medical libraries, AALL for Law Libraries, ALA/ACRL for academic libraries, ALA/AASL for school libraries)

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2.4 Create and implement a program that recognizes and rewards exceptional performance, either individual or group collaboration.

2.5 Ensure that operations and staff policies and procedures are consistent among NSU Libraries, allowing for individual library needs, and are aligned with our mission and goals.

GOAL 3: Facilities and space design *Continually improve functional spaces within existing buildings through effective planning and design to meet the needs of the users.*

3.1 Facilities Review - Review library facilities and develop a series of recommendations for improvement with community input.

- a. Develop a plan to enlarge the current Middle School library to meet the needs of students and faculty with regard to size of collection, independent study areas, group or class instruction, and other related services.

3.2 Collections Review - Assess usage and review retention policy on resources occupying valuable space in library (i.e., reference, microforms, print journals).

3.3 Fundraising/Development Opportunities Review

GOAL 4: Technology *Identify, evaluate and implement technology to enable the University Libraries to support its mission and fulfill its vision.*

4.1 Encourage communication and collaboration within NSU libraries throughout the technology planning, implementation, and assessment process to strengthen internal relationships and external partnerships.

- a. Include University School Network Administrator in the technology planning process through committee participation

4.2 Create an organizational culture that fosters technology training and education as a necessary part of the job.

4.3 Utilize digital technology to provide convenient, portable, and seamless access to library resources.

4.4 Create and deploy automated systems to achieve cost-effective work processes.

4.5 Develop budget strategies and maintain high-functioning information technology equipment.

4.6 Develop campus-wide and community-based digital collections and repositories.

GOAL 5: Information Literacy *Develop an information literate user community engaged in lifelong learning.*

NSU Libraries' Strategic Plan Goals, Objectives, and Strategies

5.1 Collaborate between NSU libraries to promote information literacy.

- a. NSU librarians will take an active role in the Information Literacy Committee to promote collaboration between NSU Libraries.
- b. NSU librarians will share instructional initiatives in the libraries at the Information Literacy Committee meetings.

5.2 Develop and Implement a formal plan of library instruction.

- a. Establish an Instruction and Design Committee with stakeholders from all NSU Library units.
- b. Instructional liaisons will work with the members of the Instruction and Design Committee to develop instructional plans for each academic program that ensure that all NSU students in those programs receive timely and on-going library instruction.
- c. Interested stakeholders from NSU Libraries will identify learning outcomes for each of the academic programs that are tied to the instructional plans.

GOAL 6: Learning Resources and Services *Strengthen the quality of the collections and enhance information services to support the advancement of academic excellence and lifelong learning.*

6.1 Expand the collections, physical and virtual, to support the University's mission and vision.

6.2 Offer seamless and convenient access to both online and traditional resources and services.

6.3 Manage resources to support new and existing academic disciplines and meet the evolving needs of the community.

6.4 Improve services by utilizing assessment and accountability indicators that measure needs and impact.

6.5 Provide cultural programs and resources relevant to the community.