



PennState

Strategic Plan

Strategic Plan (2020 - 2025) - University Libraries

General Information

Mission / Vision / Values

Mission

The University Libraries inspires intellectual discovery and learning through robust information resources and academic collaborations in teaching and research that connect the Penn State community and citizens of Pennsylvania to the world of knowledge and new ideas.

Vision

We are a world-class research library organization with a global reach, providing a welcoming and inclusive environment for learning, collaboration, and knowledge creation. As leaders in delivery and preservation of library collections, we will leverage technology and reward innovation to ensure the University Libraries will be partners in research and education.

Institutional Values

INTEGRITY: We act with integrity and honesty in accordance with the highest academic, professional, and ethical standards.

RESPECT: We respect and honor the dignity of each person, embrace civil discourse, and foster a diverse and inclusive community.

RESPONSIBILITY: We act responsibly, and we are accountable for our decisions, actions, and their consequences.

DISCOVERY: We seek and create new knowledge and understanding, and foster creativity and innovation, for the benefit of our communities, society, and the environment.

EXCELLENCE: We strive for excellence in all our endeavors as individuals, an institution, and a leader in higher education.

COMMUNITY: We work together for the betterment of our University, the communities we serve, and the world.

University Libraries Values

EQUITY OF ACCESS: The University Libraries promotes the freedom, discovery, openness, and sustained affordability of information.

DIVERSITY AND INCLUSION: The University Libraries is committed to diversity in all of its forms, embracing differences with acceptance and respect.

ETHICS AND INTEGRITY: The University Libraries operates on a strong foundation of ethical principles and professional integrity.

SUSTAINABILITY: The University Libraries supports the simultaneous pursuit of human health, happiness, environmental quality, and economic well-being for current and future generations.

EMPATHY: The University Libraries has a service orientation that seeks to understand and meet the needs of others.

ORGANIZATIONAL EXCELLENCE: The University Libraries strives for organizational excellence by providing a consistent framework for the delivery of initiatives to facilitate institutional progress. The Libraries will partner directly and effectively with constituents in outreach and engagement initiatives, will develop and deploy effective and agile organizational processes, and will think creatively and act boldly to ensure that its infrastructure supports the mission and vision of the University Libraries.

Planning Process

2020 - 2025

Planning Process

We formed a Strategic Planning Steering Committee, composed of senior administrators, faculty, staff, and co-chairs of teams that developed goals and objectives for each of the three programmatic areas. The first step of the Steering Committee was to evaluate the need to change or revise the University Libraries' mission and vision statements. Since our vision statement was actually one of the top-rated research library vision statements (according to a peer-reviewed study), and we felt that it was still relevant to the vision of the University, the decision was to only make minor edits to the previous vision statement. We then conducted a University Libraries-wide survey to seek input from the entire organization on what our employee thought were important goals and objectives. More than 270 people participated in the survey. Based on the data, each of the programmatic area teams develop sets of questions for focus group interviews to delve deeper into the issues. More than 80 people participated in the focus groups. With the collected data, the programmatic area teams developed goals and objectives for each area. Once the goals and objectives were developed, the chair of the Steering Committee appointed six action item writing teams to develop action items under each goal/objective. More than 50 people participated in writing the action items. One of the criteria for selecting action writing team members was their closeness to the actual operations of the goals and objectives. The rationale was that those who will actually carry out the actions should have a significant voice in developing those items. After the action items were developed, the Steering Committee selected the ones to include in this strategic plan based on University and University Libraries priorities.

Personnel and constituents included in the planning process

Steering Committee:

- Leo Lo, Chair
- Anne Behler
- Steve Borrelli
- Dan Coughlin
- Dace Freivalds
- Mihoko Hosoi
- Bonnie Imler
- Martha Ney
- Kimlyn Patishnock
- Ruth Tillman
- Nonny Schlotzhauer
- John Shank
- Michael Wright
- Fay Youngmark

A full list of all groups and action item writing teams will be included with the final version of the plan as supporting documents.

Publicity for the plan

The plan will be posted on the University Libraries' website, and the staff intranet. Presentations will be made to the entire University Libraries as well as to relevant stakeholders on campus and external to the University, such as donors.

Plan Approved By

Leo Lo, Chair of the Steering Committee; Faye Chadwell, Dean of University Libraries and Scholarly Communications

Planning Process

Supporting Evidence

[Start Plan Committees_3-2021.xlsx](#)

[University Libraries Strategic Plan_4-1-2021_FINAL_track changes.docx](#)

Strategic Plan (2020 - 2025) - University Libraries

Goal 1

Foundation

Advancing University Research: Serve as an active partner in University research

Goal

Serve as an active partner in University research and leverage the University Libraries broad involvement with the University community to foster interdisciplinarity and innovation and to distribute support broadly.

1.1: Create and implement a research services model

Unit Objective

Create and implement a research services model that crosses organizational and unit boundaries, provides support for current and emerging researcher needs, and promotes University research by increasing its visibility and impact.

Key Performance Indicator(s)

- 1: Develop Open Access policy compliance process flowchart
- 2: The percent of annual Penn State authored scholarly articles which are Open Access (OA)
- 3: Increased number of deposits, views, downloads, and citations for works with ScholarSphere
- 4: Increase number of consultations by the Research Informatics and Publishing Department with researchers on efforts towards scholarship, data management plans, etc.
- 5: Advancement of University research facilitated by information services provided to researchers. Measured by the number of information service transactions delivered annually.

Mapping

Penn State Supporting Elements:

- C02 - Provide Expanded Access To Penn State Resources
- IS4 - Build And Manage State-Of-The-Art Information Technology

Penn State Foundations:

- F0- No Foundation Connection

Penn State Thematic Priorities:

- No Associated Thematic Priority Connection

1.2: Develop and implement a multi-campus service approach to promote awareness of University Libraries' services

Unit Objective

Develop and implement a multi-campus service approach to promote awareness of University Libraries' services, and their alignment with University priorities and strategic directions.

Key Performance Indicator(s)

- 1: Completed needs assessment identifying gaps in promotion and awareness of research support services
- 2: Identify the number of research services support materials distributed via Libraries Strategic Technologies hosting platform
- 3: Increase the number of grants of libraries employees working collaboratively from separate campuses

Mapping

Penn State Supporting Elements:

- C03 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - University Libraries

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- Penn State Foundations:

- F0- No Foundation Connection

Penn State Thematic Priorities:

- No Associated Thematic Priority Connection

1.3: Publication of Penn State Research

Unit Objective

Collaborate with colleges, academic programs and institutes, and various University Libraries publishing services (including Penn State University Press, ScholarSphere, and Open Publishing) to facilitate the publication of Penn State research and scholarship in a variety of formats.

Key Performance Indicator(s)

1: Annual percent change in deposits of works to ScholarSphere and OJS

Mapping

Penn State Supporting Elements:

- C01 - Focus On Impact Through Partnerships
- C02 - Provide Expanded Access To Penn State Resources
- C03 - Promote Contributions Through Strategic Communication
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Penn State Foundations:

- F0- No Foundation Connection

Penn State Thematic Priorities:

- TE3 - Support And Empower Our Outstanding Faculty And Staff
- TE4 - Prepare Our Students For Success In Their Careers And In Life

Goal 2

Foundation

Advancing University Research: Diversify and Maximize Library Materials

Goal

Diversify and maximize the materials we make available to the Penn State community by broadening the concept of what constitutes “collecting”, by promoting open access and new forms of scholarly communication and highlighting distinctive collections as a core component.

2.1: Broaden the concept of collecting

Unit Objective

Foster the use of digital repositories and data where researchers may search for the products of scholarship as well as contribute their own work.

Key Performance Indicator(s)

- 1: Number and percent change in deposits to University Libraries repositories
- 2: Number and percent change of downloads from University Libraries repositories
- 3: Increase the number of openly accessible (OA) publications that are available, not just Penn State repositories but other OA repositories
- 4: Increase the annual number of data sets deposited in Penn State repositories and made publicly accessible

Strategic Plan (2020 - 2025) - University Libraries

Mapping

Penn State Supporting Elements:

- C02 - Provide Expanded Access To Penn State Resources
- C03 - Promote Contributions Through Strategic Communication
- C04 - Streamline Translation Of Penn State Discoveries

Penn State Foundations:

- F0- No Foundation Connection

Penn State Thematic Priorities:

- TE3 - Support And Empower Our Outstanding Faculty And Staff
- TE4 - Prepare Our Students For Success In Their Careers And In Life

2.2: Coordination of collection strengths with peer institutions and consortia

Unit Objective

Work toward coordination of collection strengths with peer institutions and consortia to create a sustainable set of information resources.

Key Performance Indicator(s)

- 1: Inventory of existing collection development policies identifying collection strengths and gaps
- 2: Inventory of existing cooperative collection building agreements
- 3: Completed audit of current Penn State OER collection and storage

Mapping

Penn State Supporting Elements:

- C01 - Focus On Impact Through Partnerships
- C02 - Provide Expanded Access To Penn State Resources
- IS2 - Invest In Resources Creatively And Systematically
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Penn State Foundations:

- F0- No Foundation Connection

Penn State Thematic Priorities:

- No Associated Thematic Priority Connection

2.3: Expand technology infrastructure

Unit Objective

Expand infrastructure to support research dissemination and re-use at home and abroad.

Key Performance Indicator(s)

- 1: Percent of publications from law schools integrated into Metadata Database
- 2: Completed ScholarSphere Development Roadmap
- 3: Increase number of records and record views of bibliography content within Open Publishing platforms
- 4: Increase number of views and downloads of journal content within Open Journal System (OJS)
- 5: Launch repository to support additional content types for open education resources

Mapping

Penn State Supporting Elements:

- C02 - Provide Expanded Access To Penn State Resources
- C03 - Promote Contributions Through Strategic Communication
- IS4 - Build And Manage State-Of-The-Art Information Technology

Penn State Thematic Priorities:

Strategic Plan (2020 - 2025) - University Libraries

- DI3 - Develop A More Robust Digital Infrastructure And Culture
- Penn State Foundations:
- F0- No Foundation Connection

2.4: Take reparative action to encourage equity and justice in the University Libraries' collections and services

Unit Objective

Take reparative action to encourage (create) equity and justice in the Libraries' collections and services for supporting research and center voices, perspectives, and needs of marginalized groups and foreground ethics of care in our collections and services supporting research. Support all researchers' needs, particularly of people of color and people with disabilities.

Key Performance Indicator(s)

- 1: Identification of priority collection areas for reparative action
- 2: Annual reporting of print and digital DEIA collections and additions made to University Library collections
- 3: Documentation of comprehensive mechanisms for showcasing DEIA collections

Mapping

Penn State Thematic Priorities:

- AH3 - Prepare Students With The Skills To Work Together To Develop Ethically And Historically Informed Solutions To Our Most Pressing Problems
- SP7 - Educate Our Students and Communities
- SP8 - Formulate and Promote Policy Solutions and Best Practices

Penn State Supporting Elements:

- C01 - Focus On Impact Through Partnerships
- C02 - Provide Expanded Access To Penn State Resources
- C03 - Promote Contributions Through Strategic Communication

Penn State Foundations:

- F3 - Advancing Inclusion, Equity, and Diversity
- F6 - Ensuring A Sustainable Future

Goal 3

Foundation

Discovery, Access and Preservation – Improve the discoverability of and access to our collections and open resources

Goal

The Libraries will improve the discoverability of and access to our collections and open resources to support users across the University's many learning and research environments.

3.1: Develop interoperable digital infrastructure

Unit Objective

Develop interoperable digital infrastructure that brings together existing systems to enable user-centered discovery and access across One Penn State: libraries, units, and campuses.

Key Performance Indicator(s)

- 1: Annual increase in the number and percent of University Libraries collections discoverable and available to the PSU community anytime anywhere

Mapping

Strategic Plan (2020 - 2025) - University Libraries

Penn State Supporting Elements:

- C02 - Provide Expanded Access To Penn State Resources
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes

Penn State Thematic Priorities:

- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Foundations:

- F0- No Foundation Connection

3.2: Evaluate and prioritize usability, accessibility, and our users' right to the privacy of inquiry

Unit Objective

Evaluate and prioritize usability, accessibility, and our users' right to the privacy of inquiry when we develop and purchase resources.

Key Performance Indicator(s)

1: Targeted evaluative actions prioritizing usability, accessibility and our users' right to privacy when resources are purchased or developed

Mapping

Penn State Foundations:

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities:

- No Associated Thematic Priority Connection

Penn State Supporting Elements:

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Goal 4

Foundation

Discovery, Access and Preservation - Collections stewardship and management

Goal

The University Libraries will responsibly steward library collections and managed content across time using sustainable practices to ensure information resources remain available for future users.

4.1: Metadata remediation and digitization

Unit Objective

Improve access to and stewardship of our diverse collections representing historically underrepresented and marginalized groups through metadata remediation and digitization.

Key Performance Indicator(s)

- 1: Targeted actions which improve access to and stewardship of our diverse collections representing historically underrepresented and marginalized groups
- 2: Demographic terms will be added to a set of records and search interface changes piloted to support discovery of materials by a historically marginalized community.

Mapping

Penn State Thematic Priorities:

- AH3 - Prepare Students With The Skills To Work Together To Develop Ethically And Historically Informed Solutions To Our Most Pressing Problems
- SP7 - Educate Our Students and Communities

Strategic Plan (2020 - 2025) - University Libraries

Penn State Supporting Elements:

- C02 - Provide Expanded Access To Penn State Resources
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Penn State Foundations:

- F3 - Advancing Inclusion, Equity, and Diversity
- F6 - Ensuring A Sustainable Future

4.2: Digital preservation and curation

Unit Objective

Investing resources in the implementation of a program plan for digital preservation and curation of digital information managed by Penn State University Libraries.

Key Performance Indicator(s)

- 1: Formation of a Digital Curation Community of Practice, which shares best practices across the University Libraries and partners with other institutions (4.2.1)
- 2: Resources directed to digital preservation program planning and curation of digital information

Mapping

Penn State Supporting Elements:

- C02 - Provide Expanded Access To Penn State Resources
- IS4 - Build And Manage State-Of-The-Art Information Technology
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Penn State Thematic Priorities:

- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Foundations:

- F0- No Foundation Connection

Goal 5

Foundation

Teaching and Learning - Enhance student success by strengthening reference and instructional services to equitably reach all Penn State students

Goal

The University Libraries will intentionally work to strengthen our reference and instructional services in online and residential education, increasing our flexibility, agility, and ability to support engaged, critical, and informed learners through multiple forms of instruction to enhance student success across the University.

5.1: Integrate information literacy into the Penn State learning experience.

Unit Objective

Work with key partners to integrate information literacy and critical thinking competencies strategically into the Penn State learning experience.

Strategic Plan (2020 - 2025) - University Libraries

Key Performance Indicator(s)

1: Sustained increases in student participation in Library sponsored high impact practices focused on Information Literacy and Critical Thinking (e.g., Undergraduate Research, Common Intellectual Experiences)

Mapping

Penn State Foundations:

- F2 - Engaging Our Students
- F4 - Enhancing Global Engagement
- F5 - Driving Economic Development

Penn State Supporting Elements:

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Penn State Thematic Priorities:

- TE4 - Prepare Our Students For Success In Their Careers And In Life

5.2: University-wide infrastructure and support

Unit Objective

Provide the Penn State community cohesive learning opportunities regardless of location, mode, or means of interaction by collaborating across library units to build and assess effective University-wide infrastructure for meaningful teaching, learning, and reference initiatives.

Key Performance Indicator(s)

- 1: Increased number and percentage of teaching librarians who have completed OL2000: Essentials of Online Teaching
- 2: Targeted actions to enhance cohesion in learning opportunities across University Libraries instructional contexts (e.g. course-related instruction, reference and consultation services, student employment, student engagement initiatives)

Mapping

Penn State Foundations:

- F0- No Foundation Connection

Penn State Supporting Elements:

- IS1 - Prioritize Investment In Our People.
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes

Penn State Thematic Priorities:

- TE3 - Support And Empower Our Outstanding Faculty And Staff

5.3: Culture of diversity, equity, inclusion, and accessibility

Unit Objective

Promote a culture of diversity, equity, inclusion, and accessibility (DEIA) throughout our teaching practice through strategies including onboarding, training, and sustained professional development.

Key Performance Indicator(s)

- 1: DEIA competency has been increased across University Libraries as measured by the Intercultural development Inventory (IDI)
- 2: Targeted actions to promote integration of diversity, equity, inclusion, and accessibility (DEIA) in teaching practice

Mapping

Penn State Foundations:

- F3 - Advancing Inclusion, Equity, and Diversity

Strategic Plan (2020 - 2025) - University Libraries

Penn State Supporting Elements:

- IS1 - Prioritize Investment In Our People.
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes

Penn State Thematic Priorities:

- TE3 - Support And Empower Our Outstanding Faculty And Staff

Goal 6

Foundation

Teaching and Learning - create impactful, engaging, inclusive, and safe learning environments

Goal

The Libraries will strengthen our efforts to create impactful, engaging, inclusive, sustainable, and safe learning environments, both physical and virtual, that support and facilitate all learners across all disciplines, academic levels, and experiences.

6.1: Meaningful learning experience

Unit Objective

Work to deliver instruction and reference in such a way that it contributes to a meaningful learning experience, via the mode that is best suited to the need, through collaboration with strategic university partners.

Key Performance Indicator(s)

- 1: Organizational priorities, expectations, and offerings of reference and instructional services across all modes and locations are defined and described by 2025 to ensure consistent delivery of services
- 2: The number of Libraries which have implemented aligned reference and instruction user feedback and evaluations instruments ensuring consistency in evaluation of learning experiences
- 3: Creation of an enumerated list of OER and open pedagogy initiatives that includes goals, outcomes, and required personnel and resources, in collaboration with Open and Affordable Educational Resources (OAER) Working Group by 2022
- 4: Targeted actions with strategic university partners contributing to a meaningful learning experience

Mapping

Penn State Foundations:

- F0- No Foundation Connection

Penn State Supporting Elements:

- IS1 - Prioritize Investment In Our People.
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes

Penn State Thematic Priorities:

- No Associated Thematic Priority Connection

6.3: Enhance physical and virtual spaces

Unit Objective

Enhance physical and virtual spaces across the University Libraries to meet curricular instructional and research needs.

Key Performance Indicator(s)

- 1: Prioritization of upgrades and renovations of instructional and learning spaces across all locations of the University Libraries are informed by assessing at least 20% of spaces annually over the course of the plan using the EDUCAUSE Learning Space Rating System
- 2: Actions taken to enhance physical and virtual spaces across the University Libraries to meet

Strategic Plan (2020 - 2025) - University Libraries

curricular and instructional needs

Mapping

Penn State Foundations:

- F0- No Foundation Connection

Penn State Supporting Elements:

- IS2 - Invest In Resources Creatively And Systematically
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes

Penn State Thematic Priorities:

- No Associated Thematic Priority Connection

Goal 7

Foundation

Support organizational excellence with a focus on diversity, equity, inclusion and accessibility.

Goal

Create an organization to support diversity, equity, inclusion, accessibility.

Actively seek to identify and resolve barriers within the University Libraries to support the advancement and sustainability of diversity, equity, inclusion and accessibility.

7.1: Establish and strengthen an organizational culture of DEIA.

Unit Objective

Enhance and integrate DEIA into the operations, assessment, and organizational structure of the University Libraries.

Key Performance Indicator(s)

- 1: Actions targeted at enhancing the integration of DEIA into operations
- 2: Determination of a senior leadership position or role that coordinates University Libraries DEIA efforts
- 3: DEIA programming and training assessments that indicate consistent participation and impact

Mapping

Penn State Foundations:

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Supporting Elements:

- IS1 - Prioritize Investment In Our People.
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Penn State Thematic Priorities:

- No Associated Thematic Priority Connection

7.2: Recruitment and Retention

Unit Objective

Recruit more people from minoritized and historically underrepresented groups for standing University Libraries' positions. Prioritize retention and advancement of minoritized and historically underrepresented populations, especially in leadership, management, and professional positions.

Strategic Plan (2020 - 2025) - University Libraries

Key Performance Indicator(s)

- 1: Annual percent increases in the number of University Libraries standing positions held by members of minoritized and historically underrepresented groups in each year of the plan
- 2: Improved responses to questions addressing Institutional Commitment to Diversity, Equity, and Inclusion as measured by the Penn State Community Survey

Mapping

Penn State Foundations:

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Supporting Elements:

- IS1 - Prioritize Investment In Our People.
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Penn State Thematic Priorities:

- No Associated Thematic Priority Connection