Old Dominion University

Libraries

Forward-Focused Together:

A Strategic Plan for the Old Dominion University Libraries
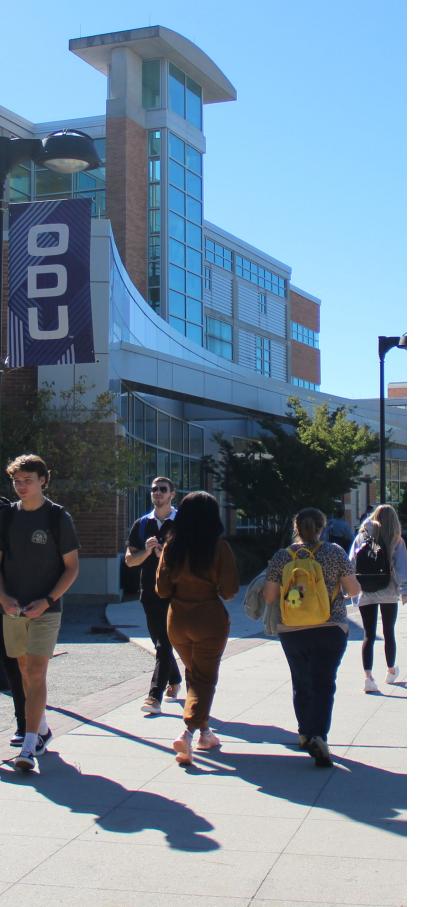
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Introduction from ODU Libraries'
Dean Timothy Hackman

Forward-Focused Together: A Strategic Plan for the Old Dominion University Libraries, 2023-2028

The Old Dominion University Libraries are pleased to present our 2023-2028 Strategic Plan, *Forward-Focused Together*. The plan is a result of many hours of careful thought, discussion, debate, research, writing, and revising by the Libraries' dedicated employees. It represents our vision for the coming half-decade and identifies exciting opportunities for the Libraries to support the mission and vision of Old Dominion University.

We consider this Strategic Plan a living document, but while our activities and priorities may change as the environment around us changes, what will remain steadfast is our core purpose to "inspire and empower the ODU Community to learn, grow, and create," and our core values of access, equity of opportunity, continuous growth, and collaboration.

We invite you to keep up with our progress on these strategic goals and to let us know how we're doing via our website https://ww1.odu.edu/library.

Our Vision

The Old Dominion University Libraries will be an innovative leader among Virginia academic libraries.

Our Core Purpose

The ODU Libraries exist to inspire and empower the ODU community to learn, grow, and create.

Our Core Values

Access

We believe that the Libraries should provide free and equal access to information for all people of the ODU community. All resources, spaces, and services we provide should be equitably accessible to all library users[1].

Equity of Opportunity

We believe in the fundamental right and ability of every person to learn and to transform themselves and their communities through learning.

Continuous Growth

We believe in inspiring engaged learning among users and staff through the ongoing development of knowledge and by applying our expertise to the continuous improvement of resources, services, and spaces.

Collaboration

We believe in being active agents and collaborators in the educational, research, and community engagement mission of the institution. We build relationships and work together toward shared goals that align with our Core Purpose and Values.

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[1]Adapted from the American Library Association, *Core Values of Librarianship,* Adopted January 2019. https://www.ala.org/advocacy/intfreedom/corevalues

2023-2028 Strategic Plan: Development

The Strategic Planning Process

The ODU Libraries strategic planning process began informally in November 2022 with two activities: first, a leadership team retreat at which members discussed potential priorities for the coming fiscal year and beyond; second an official response from the Libraries to the University's draft strategic plan. The documented response outlined ways that the Libraries directly align with and contribute to the University's values, opportunities, challenges, and strategic goals.

In January 2023, the process officially began with the publication of Old Dominion University's 2023-2028 Strategic Plan, *Forward-Focused: Where Innovation Meets Possibilities.* With the institutional plan and its seven strategic goals in place, the Libraries were ready to begin our own process of identifying key priorities for the coming five years.

With the assistance of Jay O'Toole, Associate Professor in the Strome College of Business, the Libraries' leadership team created a Core Purpose and set of Core Values to serve as the philosophical framework for the planning process. From there, the team turned to analysis of the Libraries' activities, its competitive environment, and the strengths, weaknesses, opportunities, and threats (SWOT) the Libraries face. These three analyses are summarized, and the complete versions of them are available online.

The last piece of the planning framework was the creation of a Visionary Goal that describes where the Libraries hope to be in the next two to three decades. At each of these stages, the leadership team shared document drafts with all Libraries' staff, soliciting feedback via email and anonymous forms; as feedback came in, leadership team members incorporated it into the draft documents and continued revising.

Activity Analysis

Using Irizar's Value Chain[2], the leadership team, with input from Libraries' staff, attempted to comprehensively capture the scope of the ODU Libraries' work. This analysis turned up some known strengths (e.g., extensive open hours to serve ODU students, excellent turnaround times and fill rates for interlibrary loan requests) and weaknesses (e.g., flat institutional budgets, inflexible and inefficient institutional budgetary and human resources systems); it also uncovered some opportunities, such as additional options for improving the user experience, and additional professional development support for staff and librarians, where the Libraries could focus resources and efforts to effect meaningful change.

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[2]Ghemaway, Pankaj & Jan W. Rivkin, Competitive Advantage, Core Curriculum: Strategy, Ramon Casadeus-Masanell, ed. Harvard Business Publishing, 2014. P. 12

Competitive Environment Analysis

The leadership team then turned its attention from internal factors to the external environment. Using Michael Porter's Five Forces[3] method and feedback from Libraries' staff, the team analyzed the Libraries' competitive environment for the Threat of New Entrants, Bargaining Power of Suppliers, Bargaining Power of Buyers, Threat of Substitute Products or Services, and Rivalry Among Existing Competitors. This analysis concluded that the modern academic library competes for users on multiple axes, including as supplier of information resources, facilitator of student learning, supporter of faculty research, and provider of learning spaces.

In the simplest terms, however, the most significant competitive threats to the academic library are the free and ready access to information afforded by the Internet and unstable or declining university funding. The former makes it possible (and desirable) for users to bypass the library entirely and satisfy their information and research needs with lower-quality content, while the latter forces the library into subsistence mode and makes it difficult to innovate or transform services in

meaningful ways. These factors position academic libraries in an operating environment that is in the decline stage of its life cycle, one that, without significant and strategic course correction, may cease to exist within the coming decades.

SWOT Analysis

Using the Activity and Competitive Environment analyses, the leadership team, again with input from Libraries' staff, completed an analysis of strengths, weaknesses, opportunities, and threats (SWOT). The analysis found that the Libraries possess unique expertise in key areas that can be activated and applied to support and advise faculty and students in their teaching, learning, and research. These areas of expertise include teaching information literacy and critical appraisal[4], information organization, scholarly publishing, and open access.

ODU's new Quality Enhancement Plan (QEP) provides a direct link between library expertise and larger University goals for student success. The QEP "is intended to address information fluency by increasing students' ability to read critically. Information fluency is the ability to interpret, communicate, problem-solve, and create

across a variety of situations in a media-rich, data-driven, global information ecosystem."[5] Other strengths were a strong record of partnerships and collaboration, a sense of place and community, and unique and notable collections, including Special Collections and University Archives, digital collections and Digital Commons, and electronic resources. The SWOT Analysis identified the following areas as weaknesses: an unwieldy organizational structure and underdeveloped infrastructure; outdated physical facilities and technology; lack of effective user assessment in many areas of the operation; and inadequate financial and staffing resources compared to academic libraries at similar institutions.

Financial resources deserve special mention, as this is the item most frequently cited by Libraries' staff as an organizational weakness. Across the academic publishing landscape, inflation for academic resources consistently outpaces normal inflation, and rampant consolidation in the publishing industry creates further power imbalances in customer/supplier relationships and leads to higher prices for academic libraries. When combined with a flat library

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[3]Casadesus-Masanell, Ramon. Industry Analysis. Core Curriculum: Strategy. Harvard Business Publishing, 2014. P.4

[4] For a discussion of the term "critical appraisal" and its application in STEM disciplines, see Mercer, et al. (2020) "Critical appraisal: The key to unlocking information literacy in the STEM disciplines," *College and Research Libraries News*, 81:3. https://www.podbean.com/ew/pb-9nzhk-130edc6

[5]https://ww1.odu.edu/assessment/accreditation/qep

materials budget for a decade or more, this amounts to a *de facto* budget cut and reduced buying power each year. A significant increase in financial support from the institution is unlikely, so ODU Libraries' staff have become experts at economizing and reallocating resources. Similarly, the Libraries have no dedicated Gift Officer with the Office of University Advancement, nor do we have a strong record of effective fundraising. While Libraries' leadership will continue to advocate with University administration and develop fundraising initiatives in cooperation with University Advancement, this Strategic Plan makes no assumption that additional resources will be forthcoming over the life of the plan. The table (this page) summarizes the strengths, weaknesses, opportunities, and threats identified in the SWOT Analysis.

Drafting Goals, Writing the Plan, and Getting Feedback

The Libraries' Management Team held its second retreat in August 2023. There, the team focused on working from the SWOT Analysis findings to identify strategic goals. What strengths could be activated to help the Libraries take advantage of opportunities and mitigate the threats we face? What weaknesses leave the Libraries vulnerable to threats and prevent us from seizing opportunities when they arise? The draft goals from this day-long discussion fed directly into the writing stage, which began in mid-August 2023 and ended with a first draft of Strategic Goals and Strategies later that same month.

Feedback from Libraries' staff and ODU stakeholders was an important part of the process. The draft plan was presented to staff on October 4, 2023, with a comment period open until October 20, 2023. The Libraries also held open forums for the University community on October 10 and 12 and shared the draft plan at a meeting of the Library Student Advisory Council on October 19. A final draft, incorporating feedback from this variety of sources, was completed on October 20, 2023 and presented to the Provost's Council on October 23, 2023.

ODU LIBRARIES
SWOT ANALYSIS

STRENGTHS

·Expertise
Information literacy & critical appraisal; faculty collaboration; organizing and providing access to info, Open Educational Resources, research data
·Partnerships & Collaboration
ODU, VIVA and other state-wide, local community
·Sense of Place
Flexible, multidisciplinary, desirable, centrally located space, "where the students are"
·Distinctive Collections
Special Collections & University Archives, Naro Video @ ODU Libraries, Digital Commons, digital collections, electronic resources

WEAKNESSES

·Organizational Effectiveness
Flat organization and silos, lingering issues from previous leadership, lack of communication and succession plans
·Physical Infrastructure & Technology
Outdated facilities, lack of sufficient, up to date technology, signage, internal choke points
·Effective User Assessment
Some services difficult to assess, lack of reliable user intelligence, service models in need of review, turn-aways for e-resources
·Financial Resources
No dedicated Gift Officer for fundraising, understaffed in key support areas, wages and materials budgets not adjusted for inflation

OPPORTUNITIES

·Community Engagement
Community interest in Friends of the Libraries, Naro Video @ ODU Libraries, interest in student wellness and mental health
·University Research Initiatives
Federal requirements re: Research data management, new R1 status, ORCID membership
·University Teaching Initiatives
New university QEP re: information fluency and critical thinking, OERs, interest in teaching with primary materials
·University Growth
Newly accredited MLIS program, interest in grant seeking, EVMS integration, Joint School of Public Health, ODU Global

THREATS

·Political, Economic, and Social Threats
Larger social and political anti-intellectual movements continue to devalue (and attack) higher education, focus on student debt creates instability
·University Policies and Processes
Processes are inflexible and cumbersome, making innovation difficult, VA process for technology purchasing is outdated and inefficient
·Declining Use
Use of physical spaces has not recovered to pre-COVID levels, students can more easily bypass library resources for academic work
·Financial Resources
University salaries don't keep pace with labor market, materials and wage budgets don't keep pace with inflation

2023-2028 Strategic Plan: Core Objectives

Focus Areas, Goals, and Strategies at ODU Libraries

At the core of the ODU Libraries Strategic Plan are **four Focus Areas** designed to build on existing strengths, capitalize on available opportunities, and improve operations to correct existing weaknesses or mitigate potential threats. These Focus Areas also help connect the Libraries' plan to the ODU Strategic Plan, *Forward-Focused*.

I. Academic and Research Excellence
We will build on the strengths of our academic interactions with the ODU community and assess our services to continually improve them.

II. Sense of Place
We will increase user satisfaction with the Libraries' physical and virtual spaces.

III. Unique and Notable Collections
We will grow unique and notable collections to support key initiatives in ODU research, teaching, and community history.

IV. Forward-Focused, Together
We will deepen our commitment to making the Libraries an effective organization and a diverse and equitable place to work.

Partnerships, Collaboration, & New Opportunities

Partnerships & Collaboration

Along with the four Focus Areas, the Libraries have the overarching goal of strengthening relationships with our strategic partners and collaborators to expand the reach and effectiveness of Libraries' services. The value of collaboration has long been a centerpiece of the Libraries' work, and, as a result, the organization has a strong record of partnership with individuals and units across and beyond the University on initiatives including information technology deployment, programmatic instruction, data management and preservation, resource sharing, open educational resources, collection building, professional development, and much more.

Developing, expanding, and strengthening these partnerships will help the Libraries address our major SWOT weaknesses and threats and help build on strengths that allow us to make progress towards SWOT opportunities. The Libraries will measure progress towards this

goal by developing a rubric to collect partner feedback and quantitative data on collaborative activities. Potential partners include:

ODU LIBRARIES' PARTNERS & COLLABORATORS

- Academic Schools and Colleges
- Academic Success Center
- Advisory groups, including:
  - Libraries Student Advisory Council
  - Naro Advisory Board
  - Friends of the Libraries/Community Advisory Board
  - Faculty Senate Library Committee
- Center for Faculty Development
- Eastern Virginia Medical School (EVMS)
- Information Technology Services (ITS)
- ODU Global / Division of Digital Learning
- ODU Research Foundation
- Office of Educational Accessibility
- Office of Research
- Open Educational Research Committee
- Research Data Structure and Governance Committee
- Student Engagement & Enrollment Services (SEES)
- Student organizations
- Virginia Virtual Library (VIVA)
- Virginia Library Association (VLA)
- Virginia Tidewater Consortium (VTC)

Eastern Virginia Medical School: New Partnership, New Opportunities

As this plan is being published, the University draws closer to a proposed merger with Eastern Virginia Medical School (EVMS), with an expected "Day One" of July 1, 2024. This merger will have tremendous effects on both institutions; the Libraries, for our part, expects to gain a new branch (Brickell Medical Sciences Library), more than a dozen new colleagues, and a new user community with unique information needs.

This Strategic Plan mentions EVMS by name sparingly, but it should be assumed that the Goals and Strategies herein include the efforts we will undertake with our EVMS colleagues. The Libraries, including our new partners at EVMS and with guidance from integration project leadership and its various task forces and subgroups, will continue to create planning and implementation documents and projects throughout the initial merger and beyond.

Focus Area I: Academic and Research Excellence

Libraries' staff possess unique and valuable expertise in information literacy and critical appraisal, in connecting users to resources in their fields of research, in organizing, describing, and making information accessible across an ever-increasing variety of resources. A strong record of collaborating with faculty on programmatic instruction directly connects the Libraries to ODU's strategic interest in student engagement and success. In addition, Libraries' staff have expertise to help users navigate the complex research and publishing process, including copyright and author rights issues, data management planning, journal selection that favors open access and avoids predatory publishers, generating metrics to demonstrate research impact, and more. Growing opportunities, including federal requirements related to research data preservation and the merger with Eastern Virginia Medical School (EVMS), will allow the Libraries to align our expertise with faculty and graduate student research productivity to sustain the University's Carnegie R1 status. This Focus Area emphasizes assessment and data collection to support a deliberate move towards data-driven decision-making processes and planning and implementation for improvements based on that data.

Goal I.1. The Libraries will strategically align our education programs with University priorities and curriculum.

Strategy I.1.A. The Libraries will enhance capacity and tools for information literacy and critical appraisal to align with and contribute to evolving University priorities.

- Increase the number of workshops, library instruction sessions, and/or programs that support the University's Quality Enhancement Program (QEP) by 20% over five years
- Integrate teaching students how to identify and use services provided by the ODU Libraries into 75**%** of first year experience programs over five years
- Increase research instruction (online and in-person, synchronous and asynchronous) to strategically selected general education courses and core academic program courses at all levels by 20**%** over five years
- Participate in campus-level revisions of the general education and first year experience programs

Strategy I.1.B. The Libraries will build capacity, tools, and instructional offerings to support online learning in alignment with the University's increased strategic focus on growing the ODU Global brand and enrollment.

- Secure new funding and/or reallocate resources to create a librarian position focused on online learning
- Grow number of online learning tools by 50% over five years
- Grow use of online learning tools by 50% over five years
- Increase the number of online courses that the Libraries regularly support with individual research assistance and library instruction by 20% over five years

Strategy I.1.C. The Libraries will update learning objectives and strategies to scaffold information literacy and critical appraisal concepts across the library instruction program.

- Develop a system for systematically gathering and analyzing qualitative data from student and instructor participants in library instruction
- Develop and assess the effectiveness of an educational framework for each level of information literacy instruction. The framework will articulate learning goals and distinctions between what is taught in foundational courses and disciplinary upper-level courses and the scaffolding that occurs across courses

Focus Area I: Academic and Research Excellence

Goal I.2. The Libraries will educate, advocate, and build capacity to support sustainable and equitable systems of scholarly communication.

Strategy I.2.A. The Libraries will build capacity, tools, and advocacy work to support open access to and preservation of ODU-created research data.
- Secure new funding and/or reallocate resources to create a librarian position focused on research data management
- Research and document the needs of the ODU community for research data management services and tools; develop those services in collaboration with campus researchers with research data management needs
- Partner with ITS, Office of Research, Research Foundation, and Academic Affairs to create an infrastructure where all research data projects and their eventual deposit locations are identified
- Increase professional development opportunities for Libraries' staff to expand their knowledge of research data

Strategy I.2.B. The Libraries will build capacity, tools, and advocacy work to expand adoption of Open Educational Resources.
- Secure new funding and/or reallocate resources to create a part-time librarian position focused on Open Educational Resources
- Increase professional development opportunities for Libraries' staff to expand their knowledge of and involvement in Open Educational Resources
- Provide training for ODU faculty on Open Textbooks through VIVA and the Open Education Network at least twice per year
- Collaborate with the campus Open Educational Resources Committee on sustainable implementation of OER and affordable course content at ODU.
- Increase OER adoption and creation by 20% over five years

Strategy I.2.C. The Libraries will advance and support the University research enterprise through expert knowledge of scholarly communication issues, including the benefits of and need for persistent identifiers, open access funding alternatives, and open access publishing alternatives.
- Collaborate with campus stakeholders to fund a membership with ORCID and implement campus-wide adoption
- Provide education and advocacy to faculty and graduate students on the use of ORCID
- Investigate avenues to support open access funding for faculty and graduate students and implement new options
- Publicize and provide training on use of ODU Digital Commons as an avenue for green open access and expand repository services to include monograph publishing
- Increase professional development opportunities for Libraries' staff to expand their knowledge of and involvement in open access initiatives

Focus Area I: Academic and Research Excellence

Goal I.3. The Libraries will use the results of user assessments to continuously improve public-facing services[6].

Strategy I.3.A. The Libraries will implement a comprehensive system and accompanying procedures for tracking informational, reference, and research transactions.

- Implement LibAnswers at all library and branch service points using standardized dataset based on information the ODU Libraries are required to report to campus, the Commonwealth of Virginia, and professional organizations
- Customize the LibAnswers dataset as needed for service desk needs
- Implement full version of LibInsight to import Lib Answers data and produce reports
- The Libraries will track 100% of interactions in LibAnswers/LibInsight by January 2025

Strategy I.3.B. The Libraries will evaluate services on a regular schedule, use results to plan and implement improvements, and share results with stakeholders.

- Conduct the LibQual+ survey every three years beginning with the 2022 survey
- Analyze results and develop action plans to address findings, including additional assessments
- Report on results and actions to stakeholders
- Create a public dashboard to demonstrate the impact of Libraries' services
- Key indicators will show steady improvement across LibQual+ survey iterations

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[6]Public-facing services include the customer service experience at the Learning Commons and Branch Libraries, reference and research assistance from Liaison Services and Special Collections and University Archives and via chat, online and classroom learning activities and workshops provided by Libraries Education and Assessment, Liaison Services, Special Collections and University Archives, and others, and end user interactions with the Libraries website and online resources/services, including interlibrary loan and document delivery.

Focus Area II: Sense of Place

Perry Library contains ample space that is centrally located, flexible, and highly desirable. Moreover, much of campus views the Libraries as "a place where the students are," such that we receive frequent requests from potential partners about sharing space for programming and services. The Libraries can also reclaim additional space currently being used for largely unused print collections and repurpose it for student learning-focused activities. The Diehn Composers Room and Music Library and Elise N. Hofheimer Art Library offer smaller, highly specialized spaces that are valued by their respective academic departments. With the EVMS merger, Brickell Medical Sciences Library will also join the Libraries' roster of physical spaces. In online spaces, the ODU Digital Commons has strong name recognition on campus and growing collections of faculty and student materials, e-journals, and more. This Focus Area helps the Libraries address SWOT Weaknesses in Physical Infrastructure and Technology and address SWOT Threats of Declining Use and Inadequate Financial Resources. As in Focus Area I, efforts in "Sense of Place" will involve collecting and analyzing quantitative and qualitative data on use of physical and virtual spaces and planning for continuous improvement.

Goal II.1. The Libraries will create welcoming, inclusive, and accessible physical spaces to meet the current and future needs of the ODU community.

Strategy II.1.A. The Libraries will conduct a formal space use assessment of Perry Library and branch libraries.
- Conduct (or contract with outside party to conduct) a comprehensive space study and collect data in FY2025
- Analyze space study data and create implementation and funding plans in FY2026
- LibQual+ survey results will show a statistically significant increase in "Library as Place" performance

Strategy II.1.B. The Libraries will plan for a phased, comprehensive renovation of Learning Commons spaces and technology.
- Form a Learning Commons Task Force, including membership from the Libraries, partners/collaborators, and faculty and student users
- Create a project plan and budget that includes data collection, user feedback, benchmarking against peer institutions, timelines, and funding needs for Learning Commons renovations, as well as for ongoing upkeep/maintenance.
- Work with University Advancement and Academic Affairs to identify and secure funding for renovations
- Work with Facilities Maintenance, Information Technology Services, and other partners/collaborators to undertake renovation projects

Strategy II.1.C. The Libraries will create a dedicated space highlighting the diversity, creativity, and research value of the collection titled Naro Video @ ODU Libraries.
- Complete processing of the collection and planning and renovation of Perry Library room 1222. Hold a "Grand Opening" for the Naro space in 2024
- Partner with University Strategic Communication and Marketing to develop a marketing strategy for Naro Video @ ODU Libraries, highlighting its educational and research potential and targeting outreach to local communities as well as libraries, film archives, and film schools both regionally and nationally
- Develop an outreach plan to engage the ODU community, the general public, and local libraries, and community organizations
- Create a Naro Advisory Board with broad community representation to provide guidance to the Dean of Libraries on engagement and fundraising opportunities, as well as to sponsor/support membership events to increase community involvement

Goal II.2. The Libraries will upgrade its virtual spaces to meet the current and future needs of the ODU community.

Strategy II.2.A. The Libraries will complete a redesign and update of its primary website with a focus on user experience and accessibility.
The Libraries' website is the primary mechanism for users to access library resources, services, and information about the library. The Libraries will continually evaluate its website for ease of use, gather feedback and data to inform changes and improvements and to update content and structure as needed.
- Work with Information Technology Services to convert the Libraries to the new Web template
- Implement regular user testing at least once per year; analyze data and use it to create and implement improvement plans
- User surveys and testing will show steady improvement on key indicators, such as successful interactions with the website and ability to find and access the information
- Obtain and analyze data via Google Analytics and Crazy Egg at least once per year; create and implement plans for continuous website improvement

Strategy II.2.B. The Libraries will fully, effectively, and accessibly implement its online platforms and learning tools.
- Online tools and platforms will be branded consistently within the parameters provided by the University
- Online tools and platforms will be evaluated regularly for improvement and to ensure full and appropriate deployment and accessibility. Examples include:

  ⇒ Springshare Advisory Team will create best practices, templates, and training to ensure consistency of usability, accessibility, and look and feel, as well as implementation and continuous improvement of online tools created using the SpringShare platform (LibAnswers, LibCal, LibGuides, etc.).
  ⇒ The Alma Primo Team will oversee the upgrade of the integrated library system to Primo VE. The team will work with internal stakeholders to improve data collection, user interfaces, and other enhancements as needed.
  ⇒ Systems Development, in cooperation with Resource Fulfillment, Resource Description and Maintenance, and Learning Commons and Branch Libraries, will create a plan for documenting the functions of Alma Primo VE and ensuring that all employees who interact with the system are fully trained.
  ⇒ Systems Development, Resource Description and Maintenance, Resource Fulfillment, and Learning Commons and Branch Libraries will investigate the suitability of the current integrated library system in light of the merger with the EVMS library.
  ⇒ Special Collections and University Archives and Systems Development will finalize the implementation and enhancement of Preservica for managing special collections' records.

Focus Area III: Unique and Notable Collections

Building strong, diverse collections that support the research and teaching needs of the institution is a traditional strength for academic libraries. As use of general print collections has fallen, the variety and quantity of electronic resource has grown, and faculty at all levels show an increased interest in teaching with primary resources, there are excellent opportunities for the Libraries to refocus efforts to build collections that are unique to ODU Libraries, notable in their value to researchers, and closely aligned with institutional needs. These unique and notable collecting areas include: Naro Video @ ODU Libraries (43,000+ a/v items, many of which are only available at ODU and not available online); Special Collections and University Archives (with one-of-a-kind materials of interest to researchers at ODU, as well as among local partners and funders); and Digital Commons (an online repository with excellent name recognition and growing collections of faculty and student research deliverables, unique online journals, and more). The Libraries will measure progress towards this goal by analyzing budgetary data and collecting quantitative and qualitative data on numbers of items added to unique collections, items used, checked out, or downloaded, user requests for materials not held, obsolete materials removed from the collection, and more.

Goal III.1. The Libraries will strategically align its general collections with University teaching and research priorities.

Strategy III.1.A. The Libraries will create a comprehensive system and accompanying procedures for gathering and analyzing collection use data and use it to update Collection Development policies and priorities.
The Libraries have an annual collections budget of approximately $4,000,000, which is expended primarily on electronic resources. This allocation has not been adjusted for inflation in over 10 years, resulting in a precipitous decline in the Libraries' purchasing power. Collecting comprehensive collection data will provide the Libraries with valuable information that can be used to align collection development policies and purchasing decisions with University teaching and research priorities and create the best return on investment for our limited resources.

- Create a comprehensive accounting of collections data sources, including Alma Primo reports, COUNTER statistics, etc.
- Identify additional data needs and work with vendors and/or internal units to provide them
- Gather additional relevant data, such as academic program enrollment and faculty numbers, to ensure equitable analysis across disciplines
- Analyze collection budget and use data to create plans for sustainable collection development decision-making
- Revise Libraries' Collection Development Policy, as needed, based on data analysis

Strategy III.1.B. The Libraries will reduce its print general collection holdings by 10% over five years.
- Create a plan for weeding print materials that focuses on low use, outdated, out of scope, and duplicative materials and materials not affected by retention agreements (e.g., EAST) and considers differences in disciplinary research methods/needs
- Identify resource needs, priorities, and timelines for implementing weeding projects
- Initial priority will be subject areas where metrics can identify titles for weeding with no individual evaluation by librarians or staff, as well as physical collection locations with space project dependencies. Weeding and collection shifts will, as much as possible, maximize efficient use of compact shelving
- Implement weeding projects in order established by the plan

Focus Area III: Unique and Notable Collections

Strategy III.1.C. The Libraries will identify and participate in shared print collection initiatives to ensure long-term access to key research materials.

- Complete requirements for participation in the EAST shared print retention program, including analysis of the Libraries' monographic print collections, making retention decisions, and recording retention commitments in local and national databases
- Increase ILL transactions for both lending and borrowing through collaborations with VIVA and East member library partners
- Expand knowledge/recognition of the EAST shared print retention program, the Libraries' participation in it, and the value of the program to ODU Libraries' users through targeted marketing employing a variety of methods (LibGuide, Daily Announcements, social media, press release, etc.)
- In FY 2024, apply for membership in the Association of Southeastern Research Libraries (ASERL). Pending successful application, optimize benefits of membership by participating in shared print collection and resource sharing initiatives; publicize ASERL partnership to stakeholders across the University

Goal III.2. The Libraries will make strategic investments in unique and notable collections that support ODU teaching, research, and engagement priorities and create focus points for external fundraising.

Strategy III.2.A. The Libraries will build and promote Special Collections and University Archives as a valuable research, teaching, and engagement resource for ODU and the Hampton Roads community.

- Expand storage space for Special Collections and University Archives materials by repurposing existing Libraries' space and/or identifying and securing off-site storage space
- Continue to enhance Special Collections and University Archives, building on work begun in FY2023, with an emphasis on space for public services, including instruction and walk-in research support
- Secure new funding and/or reallocate resources to create a Digital Archivist position
- Evaluate capacity and efficiency of use of the Diehn Composers Room and Music Library; work with stakeholders to recommend and implement changes
- Create a new Collection Development Policy for Special Collections and University Archives that includes initiatives to expand diversity and scope of Special Collections, with an emphasis on historically underrepresented communities, and to diversify the scope and representation of the university archives, including focusing on student and faculty organizations and activities
- Integrate unique and distinctive collections into Libraries' fundraising activities, including the Community Advisory Board and Friends of the Library

Strategy III.2.B. The Libraries will build and promote Naro Video @ ODU Libraries as a valuable research, teaching, and engagement resource for ODU and the Hampton Roads community.

- In consultation with ODU faculty and the Naro Advisory Board, evaluate the existing collection development policy for the Naro collection and update it to better define collecting priorities, scope, and purpose, while emphasizing collection diversity and identifying areas of concentration for future expansion
- Determine overall budget and budget lines for the purchase of new materials, supplies, and promotional materials, including screening rights and ongoing maintenance of the collection
- Refine the Naro circulation policies to encourage broader use of the collection by students, faculty, staff, and community borrowers
- Work with the Office of University Advancement to establish donor levels and naming opportunities designed to establish an endowment that will provide ongoing funding for the collection
- Create and implement annual outreach and programming plans to promote community engagement and fundraising

Focus Area III: Unique and Notable Collections

Goal III.3. The Libraries will make strategic investments in digital resources that support ODU teaching and research priorities and expand the reach of our collections.

Strategy III.3.A. The Libraries will build capacity and tools to support digital collections, including ODU Digital Commons.

- The Libraries will expand access to unique and notable digital collections by developing policies, workflows, and infrastructure for the acquisition and digitization of desired materials, support for the full digital content lifecycle, and making collections available as broadly as possible
- Expand and routinize the acquisition of born-digital content and digitization of desired content by create a Digital Collections Policy (as either standalone or part of Special Collections and University Archives policy) and criteria for prioritizing collections for digitization (including expanding efforts to collect diverse and underrepresented perspectives on everyday life.)
- Secure new funding and/or reallocate resources to create an archivist or librarian position focused on digital collections
- Create engaging digital content, research guides, and instruction materials that support digital collections use in research, teaching, and scholarship
- Provide broad training and information sharing for all Libraries' staff on digital collections, tools, and processes
- Promote use of digital collections to the ODU and external communities to integrate digital collections into research, scholarship, and learning opportunities at the University

Strategy III.3.B. The Libraries will improve the ease of finding and accessing its electronic resources.
Enable full and trouble-free access to electronic resources licensed or purchased by the Libraries with responsive service, when needed, to resolve problems.

- Create a "Report a problem" form in approved ITS Forms platform and fully implement e-resource troubleshooting workflows developed in 2023
- Align and/or reallocate staffing resources to focus on description of electronic resources and ensure accuracy of e-resource records
- Create and implement a project plan for both retrospective and ongoing updating and quality control of electronic resource records
- Implement LibKey in Alma Primo to provide direct access from "brief results" catalog record; train Libraries' staff and promote LibKey to users; explore additional vendor tools (e.g., Ebsco) for implementation in Alma Primo
- Conduct comprehensive assessment of e-resource usage reports; survey users on e-resource experience and "pain points"
- Reduce the number of turn-aways (i.e., users denied access to resources to which the Libraries subscribe) by 25% over five years. Reduce the number of "report a problem" forms received by 25% over five years

Strategy III.3.C. The Libraries will collaborate with membership groups to address rising costs of resources.
- Support sustainable scholarship by participating in initiatives and subscribing to resources available through current membership groups
- Assess cost per use data for resources licensed via current memberships
- With statewide and/or national partners, such as VIVA and Lyrasis, explore opportunities for negotiations with publishers, including dissolving "Big Deal" agreements, to realize cost savings
- With current membership groups, identify and support new low cost/high quality journals, ebook packages, and open access initiatives; identify additional memberships appropriate to the Libraries' goals

Focus Area IV: Forward-Focused, Together

A strong library depends on a workforce that feels heard, respected, and appreciated and that has opportunities to learn, grow, and create like those offered to the Libraries' users. This Focus Area is intended to address the Libraries' SWOT Weakness in Organizational Effectiveness; by building a stronger organization and developing staff to be fully engaged and inspire confidence in our users, we will assure that the ODU Libraries are capable of supporting the complex needs of students and faculty at an R1 research university. Making progress in this area will also help the Libraries address SWOT Threats related to Financial Resources, as a positive work environment and opportunities to learn and engage can sometimes offset deficiencies in salaries at the University level. The Libraries will measure progress towards this Focus Area by implementing regular surveys of staff and users on internal climate and effect of service.

Goal IV.1. The Libraries will assess workplace climate and take steps to address deficiencies identified through that assessment.

Strategy IV.1.A. The Libraries will identify and implement tool(s) for workplace climate assessment, conduct assessments on a regular schedule, and use results to plan and implement improvements.
- Identify appropriate tool(s) and/or existing data for assessing workplace climate (e.g., ClimateQual, COACHE)
- Schedule and conduct assessments, analyze data, and make and implement improvement plans based on results
- Employee surveys will show steady improvement on key indicators to be determined in implementation/ improvement plans

Strategy IV.1.B. The Libraries will make strategic investments in professional development and employee recognition for staff and librarians.
- Assess allocation and use of professional development funding and set a goal for total percentage of professional development funds expended each year
- Create a program for identifying professional development opportunities and sharing with all Libraries' staff
- Enhance processes for staff and librarians to access professional development funding for activities that contribute to the Libraries' strategic goals
- The Libraries will continue to assess and improve its employee recognition program, building on changes undertaken in FY23

Goal IV.2. The Libraries will communicate our successes, exceptional professionals, and value to the academic community by developing comprehensive communication and branding plans.

Strategy IV.2.A. The Libraries will develop a comprehensive Communication Plan.
ODU Libraries will develop and implement comprehensive communication and branding plans that will define key messaging, communication channels, and responsible parties. The plan will be used to:
- Raise awareness of Libraries' resources, services, and expertise and encourage academic exploration
- Share the Libraries' value proposition with potential partners and funders
- Demonstrate the Libraries' contributions to ODU's strategic goals and initiatives
- Provide Libraries' staff with consistent messaging they can use in communications with ODU faculty, staff, students, community users, and potential partners and funders

Strategy IV.2.B. The Libraries will create branding and logos for use with programming and outreach.
The Libraries will research, develop, and implement a comprehensive branding plan that defines approved logos, color palette, and typography and aligns with ODU brand standards managed by University Strategic Communication and Marketing. The plan will provide for a consistent look and feel for Libraries' content, web presence, and promotional materials that generates an identity that welcomes academic exploration and donor support.

Goal IV.3. The Libraries will systematically evaluate structures, policies, and workflows for opportunities to improve organizational effectiveness.

Strategy IV.3.A. The Libraries will create a robust process for identifying, prioritizing, and evaluating policies and operational areas for improvement.
- Complete a full inventory and gap analysis of existing Libraries' policies and procedures
- Create process for evaluation of existing policies and procedures that emphasizes flexibility/adaptability, succession/redundancy for critical functions, efficiency, reduction in bottlenecks, and effectiveness at achieving stated goals, and includes mechanisms for staff and user feedback

    Potential initial improvement projects include:
    ⇒ Review and reallocate resources in key infrastructure areas, including Systems, Budget and Administration, and Resource Description for electronic resources
    ⇒ Streamline internal workflows related to event planning and outreach
    ⇒ Align service models across library locations and departments to emphasize a consistent user experience

Strategy IV.3.B. The Libraries will create a comprehensive succession plan that allows for ongoing professional development, appropriate redundancy of skills and knowledge, and adaptability for staffing vacancies.
- Identify critical roles/functions where succession plans are needed and assess adequacy of succession plans developed in previous years for those roles
- Create a master succession plan that covers all critical roles/functions identified
- Conduct "table-top" exercises that test the adequacy of the succession plans developed
- Implement succession plans as opportunities arise (through planned or unexpected position vacancies) and assess their effectiveness/adequacy through post-succession debriefing with individuals involved

2023-2028 Strategic Plan: Implementation

Implementing the New ODU Libraries' Strategic Plan

This Strategic Plan defines the overall structure and direction that the ODU Libraries will use to determine both daily work and special projects over the next five years. The success of the plan will require each Libraries' department, work group, team, committee, task force, and individual supervisor and staff member to evaluate their own goals, align them with the overarching goals of the plan, and commit to making the changes that will help the Libraries and University move forward. Implementation will be overseen by members of the Libraries' Management Team, which will establish processes for reporting and assessment, including:

- Twice yearly reporting on Strategic Plan-related activities and accomplishments via a public-facing dashboard
- Creation of departmental implementation plans where appropriate
- Integration of Strategic Plan Goals and Strategies into individual staff and faculty goal setting and performance evaluations
- Integration of Strategic Plan Goals and Strategies into annual work plans for individual teams, committees, and task forces
- A series of informational meetings to increase Libraries' staff knowledge of concepts and developments in each of the Focus Areas
- A series of meetings to discuss successes and setbacks in each of the Focus Areas and update plans for continued progress

OLD DOMINION UNIVERSITY

Libraries

VISION

MISSION

VALUES

STRATEGY

Forward-Focused Together:

2023-2028 Strategic Plan