

The Naval War College Library Strategic Plan

AY 21-22 v.4.2



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Naval War College Library

U.S. Naval War College Library 2022 Strategic Plan

The NWC Library seeks to align its mission with the values and strategic outlook of the College while at the same time articulating its own unique vision for the library's future. This year's Strategic Plan builds on the library's professional expertise and accomplishments, addresses emerging challenges, and looks to the future for opportunities to serve and collaborate with the NWC Community.

Mission

The library's mission is to provide comprehensive resources and services in support of the College's learning, research, and teaching needs.

To carry out this mission, the library commits to:

- Partner in the educational mission of the institution to develop and support information-literate learners;
- Understand the learning, research, and teaching needs of both its resident and distance education students and faculty;
- Develop and maintain physical and virtual spaces, collections, and discovery layers that enable learning, research, and knowledge exchange;
- Measure and assess learning spaces and information literacy learning outcomes;
- Collaborate with other libraries and archives in the Naval University System to share and conserve resources;
- Ensure that materials of enduring value are preserved and made accessible;
- Continue evolving the information ecology of the Learning Commons by developing activities and aligning spaces to match student needs.

Our Vision

Since the founding of the Naval War College, the library has served as a support network addressing the unique needs of the College community, partnering in research and education, providing access to information content, and empowering students, faculty, and staff to create, share, curate, and reflect on their learning and research.

Over the past year, the library helped lead the College into the socially distant, remote learning era, in part because libraries had already spent decades figuring out how to offer online education, research support, and access to information for people who rarely came into the building. The NWC that emerged from COVID-19 is likely to value its library's online resources and services even more than it did before.

It is our resolve to remain at the center of the Naval War College's activities, and that anyone with questions can come to the library and find answers; that credible, accurate, and relevant information continues to flow into our library's collections, and we provide learning spaces where intellectual activity, curiosity, and collaboration takes place and the creation, dissemination, preservation, and sharing of knowledge is encouraged.

Allen C. Benson, Ph.D.
Library Director
1 July 2021

Priorities

The thrust of this year's resource allocations is on the relationship between librarians, people seeking information, and the information itself.

- In AY 21-22 we continue to focus on the full life cycle of research and learning, placing special emphasis on copyright compliance and the ethical standards that govern conduct in undertaking scholarly research activities.
- Our Infrastructure and Content Department focuses on evaluating and optimizing workflows in acquisitions, resource management, fulfillment, and analytics.
- Our Classified Library upgrades its relational database server and continues to inventory collections, ensuring that holdings are accurately reflected in the library's classified bibliographic catalog.
- Our Circulation Department continues to evolve its Copyright Office and is transitioning to *Leganto*, a new course reserves system that enables faculty to provide resources more efficiently and scale up to support more courses.
- Our Research and Instruction Librarians continue their focus on Information Literacy, and begin exploring a library liaison program that aligns library specialists with subject concentrations and departments.
- Our Deputy Director launches a new public relations and staff recognition program to show appreciation for the commitment and contributions of the NWC Library staff members to the success of its academic mission.

Themes

Information discovery, knowledge creation, and the open and free exchange of ideas encapsulate something important about the NWC Library as the creative center of research and learning on campus. The library staff embraces these various roles in society and as part of their responsibility to College. In support of this understanding, the library's planning continues to revolve around five strategic areas of focus. In 2021-22, we have added a new focus area: Staff recognition.

1. Discovery
2. Analytics
3. Information Resources
4. Information Stewardship
5. Learning and Research
6. Staff recognition

Goals and Objectives

GOAL 1: Discovery

Activities and processes that fall under this area of focus provide strategic vision and support for making the NWC Library's extensive electronic resources collections discoverable to the NWC Community via the library's discovery system, knowledge base, link resolver, online catalog, and website. Activities in this category play an integral role in the evolution, development and implementation of new strategies relating to discovery and the user experience.

Objective 1.1 Conduct a physical inventory of the classified library collection.

Objective 1.2 Migrate from the legacy Integrated Library System (ILS) to a modern Library Services Platform (LSP).

Objective 1.3 Improve library's presence in NWC survey questionnaires.

Objective 1.4 Continue developing a library system that incorporates the collections of several NWC Resource Centers.

Objective 1.5 Digitize all student papers housed in classified and general collection that are not already digitized. As part of the digitization process, link to full text versions of the papers via the catalog.

Objective 1.6 Complete print and microform periodical inventory project.

Objective 1.7 Complete migration of new Classified Library server

Objective 1.8 Maximize our use of the Alma/Primo LSP to include learning what its applications are in operations, analysis, and planning, and how to use these applications efficiently and effectively.

AY 21-22 Goal 1 Action Items

Our discovery priorities for AY 21-22 focus on migrating to a new Classified Server and optimizing Alma/Primo workflows.

FY22 Action Item 1.1 Migrate SirsiDynix ILS data to new NWC Classified Server NTL 31 December 2021. [**Objective 1.7**] Susie

FY22 Action Item 1.2 Classified Library staff to complete physical inventory of the classified library collection by June 2022. [**Objective 1.1**] Wendy

FY22 Action Item 1.3 By December 2021 enter a contract, and schedule a date to meet with Alma/Primo Premium Services. Systems Librarian to engage in consultation to evaluate and optimize workflows in Acquisitions, Resources Management, Fulfillment, and Analytics with particular attention to tasks involving more than one of these functional areas. By May 2022, meet with the Premium Services Consultants. By June 2022, present at all-staff meeting outcome: functional area(s) addressed, optimizing accomplished, and what workflows were. **[Objective 1.8]** Susie

FY22 Action Item 1.4 Edit existing procedures NTL January 2022 to reflect Alma workflows and work with CLE staff to continue adding their collection to Alma so that all items that are second copies discoverable in Primo by June 2022. **[Objective 1.5]** Lydia

FY22 Action Item 1.5 - Review with all stakeholders a report on the outcome of inventory cross-check NLT September 2021. **[Objective 1.6]** Allen

GOAL 2: Analytics

Activities include reporting, manipulating, and evaluating input and output measures related to library database selection and use, collection development and use, and assessing learning outcomes.

Objective 2.1 Revise what terms are used in the NWC student graduation surveys to more accurately reflect services actually provided by the library.

Objective 2.2 Advance our understanding of library usage and users by reviewing current metrics and methods of collecting data and running statistical analysis. (Survey all input/output measures currently collected. Based on accepted standards and current research, design and develop integrated system for collecting and publishing stats.)

Objective 2.3 Learn Python programming and regular expressions and their applications in digital humanities, including natural language processing, text analysis, semantic analysis, and statistical analysis.

Objective 2.4 Administer library surveys and report on findings. (E.g., Survey faculty to determine in what subject areas faculty are conducting original research. Survey faculty and students to determine to what degree our collections and collecting practices support learning and research in joint matters.)

Objective 2.5 Apply citation analysis to student and faculty research to learn how library licensed materials are used in research.

AY 21-22 Goal 2 Action Items

Our analytics priorities for AY 21-22 focus on making use of analytics in the new LSP, revisiting our legacy library statistics, and exploring ACRL metrics.

FY22 Action Item 2.1 Create an online customer satisfaction survey question to be posted on Primo VE NLT November 2021. Engaging Assessment Team, perform data collection, analysis and reporting on the question and response. Present at all-staff before March 2022. [Objective 2.4] Gina

FY22 Action Item 2.2 By Dec 2021, use ACRL Metrics to document metrics currently being collected by ACRL Libraries, compare these to the metrics being tracked by NWC, and present, in writing, a set of proposed revisions to the library's current statistics, both collecting methodology and input/output measures by June 2022. [Objective 2.2] Beth.

FY22 Action Item 2.3 By June 2022, using new NWC statistical measures and the analytics capabilities in Alma, build a Dashboard/s to display statistics in spreadsheet and graphical form. [Objective 2.2] Susie

GOAL 3: Information Resources

This strategic area of focus is concerned with building collections, collection management, and with enhancing information resources through developing new ways of storing, organizing, finding, retrieving, and linking the growing amount of information available to our faculty, staff, and students.

Objective 3.1 Foster the use of Bepress Digital Commons improving metadata schema.

Objective 3.2 Design, develop, and implement classified library website to enhance access to networked catalog and other classified resources and materials.

Objective 3.3 Collect, organize, make accessible online NWC classified and restricted access research output

Objective 3.4 Continue transitioning from legacy Federal Depository Library Program (FDLP) to online.

Objective 3.5 Draft institutional copyright policy.

Objective 3.6 Systematically identify and review the security classification of all restricted student papers; identify which items need to be reviewed for Declassification.

Objective 3.7 Provide electronic books, electronic journals, and guidance for learning and student scholarship in the Maritime History and the Ethics and Emerging Military Technology graduate certificate programs.

Objective 3.9 Provide robust electronic resources and services to support faculty research into leader development and leadership effectiveness.

Objective 3.10 Examine how we meet mission in a virtual environment, increase our presence on our Website; how we make ourselves more visible, and increase student, faculty, and staff engagement with our virtual library environment; how we create online study group spaces, learning spaces outside the online classroom, increase student, faculty, and staff engagement with our virtual library environment.

Objective 3.11 Maintain an active e-Reserves program.

Objective 3.12 Investigate the declassification process.

Objective 3.13 Identify Classified Library items that qualify for declassification.

Objective 3.14 Implement automatic updates of OCLC holdings via Alma.

Objective 3.15 Explore methods of incorporating evidence-based decisions in collection development.

Objective 3.16 Life cycle maintenance, Law of the Sea documents in Classified Library Storage.

AY 21-22 Goal 3 Action Items

Our Information Resources priorities for AY 21-22 include exploring declassification of materials, further development of our Copyright Office and its programs and services, continuing to transform the print government document collection into a digital collection, and collaboration with the College repository and resource centers.

FY22 Action Item 3.1 Head, Classified Library to investigate the declassification process by looking for in-person education to supplement written DOD instruction. Provide written report summary at all-staff NTL 30 June 2022 on findings and a recommendation to either proceed with developing a program for declassification or to table the idea for now. [Objective 3.12] Wendy

FY22 Action Item 3.2 Head Cataloger to develop procedures and implement a program for automatically updating OCLC holdings through the Alma software all to be accomplished by the June 2022. [Objective 3.14] Lydia

FY22 Action Item 3.3 Finalize the institutional copyright policy internally in the library to submit to general counsel and other required stake holders for their review by June 2022. [Objective 3.5] Carolyn

FY22 Action Item 3.4 Revisit the Reserves 'Fair Use Checklist' by September 2021 to determine if changes in current workflow are necessary. Establish procedures for

maintaining backfiles. All decision checklists will be maintained by the Copyright Librarian in the administrative filing system for seven years. **[Objective 3.11]** Carolyn

FY22 Action Item 3.5 Create a core LibGuide to support campus-wide copyright awareness and guidance by the end of the fiscal year. Publish a first edition by December 2021, “Basics.” Revise, edit, and updated the LibGuide as part of the routine workflow from that day forward. **[Objective 3.5]** Carolyn

FY22 Action Item 3.6 Design and implement a Leganto copyright compliance workflow by September 2021 to aid in replacing CDE’s copyright database and all individual reading requests by department. **[Objectives 3.5 and 3.11]** Carolyn

FY22 Action Item 3.7 Ensure 90% of course readings are migrated or rebuilt and moved to Leganto by December 2021. **[Objective 3.11]** Robin.

FY22 Action Item 3.8 Collaborate with the NWC Bepress Digital Commons Administrator and ExLibris to resolve the issue with date metadata not exporting into Primo. Make the date metadata field available in Primo by December 2021. **[Objective 3.1]** Beth

FY22 Action Item 3.9 Complete implementing year four of the FDLP plan by June 2022. **[Objective 3.4]** Brenda

FY22 Action Item 3.10 Write a summary report documenting the electronic resources added specifically for CLE in AY 21-22, which includes both usage statistics and cost per use statistics and present to CLE and I&C department after close of AY 21-22. **[Objective 3.9]** Bill

FY22 Action Item 3.11 Procure and implement an Evidence Based Acquisitions (EBA) package from GOBI/Taylor and Francis, by December 2021. Evaluate the usage statistics for the titles in this plan and produce a list of titles to keep from the EBA plan by June 2022 along with their cost and a summary of how much of the initial cost of the plan we are able to recoup. **[Objective 3.15]** Brenda.

FY22 Action Item 3.12 Complete project and achieve Soft Launch in August 2021; Complete transition from Ares to Leganto e-Reserves platform by December 2021. **[Objective 3.11]** Lori

GOAL 4: Information Stewardship

These activities play a critical role in developing stewardship, institutional repository development, records management, preservation, weeding, collection development, de-duping, circulation, document delivery, and reserves.

Objective 4.1 Research requirements for developing and implementing a comprehensive repository of faculty publications.

Objective 4.2 Digitize and catalog the Gray Audograph recordings currently housed in the Classified Library.

Objective 4.3 Implement a classified federal records management program in partnership with the NWC Records Manager. Reading Room to support future archival and records management research activities.

Objective 4.4 Start an ongoing digitization program in the NWC Library to support long-term preservation of relevant, at-risk print materials.

Objective 4.5 Dedupe periodical collections by comparing holdings in all formats.

Objective 4.6 Design and implement active weeding program.

Objective 4.7 Analyze whether to keep or remove the 19th and early 20th century leather bound journals. Articulate criteria for retaining or discarding. If decision is to keep, then properly store in archival, adjustable book storage boxes.

AY 21-22 Goal 4 Action Items

FY22 Action Item 4.1 Compile and submit to Deputy Director by June 2022 a report listing reference books that potentially qualify as relevant, at-risk print materials for future digitization, including the criteria applied for determining what qualifies as relevant, at-risk materials. [**Objective 4.4**] Gina

FY22 Action Item 4.2 Oversee implementation of current year's scheduled weeding program starting July 2021 and ending June 2022. [**Objective 4.6**] Beth

GOAL 5: Learning and Research

This strategic goal focuses on learning, research, outreach, and marketing. We provide leadership and participate in the promotion of research, critical thinking, and professional development at all academic levels. We teach students, faculty, staff, and other members of the research community how to discover, evaluate, engage, organize, and create information. We provide learning spaces outside the classroom and deliver integrated, innovative instruction to resident and distance education students via online learning objects and through group and one-on-one interaction. We initiate marketing and outreach activities that inform and engage our clientele in existing and emerging library resources and services.

Strategies that support this goal include publishing news stories and engaging in social media activities; establishing core competencies for librarians; establishing effective training and professional development opportunities for librarians, staff, and interns; strengthening partnerships with teaching faculty, instructional designers, and others to integrate library instruction and related critical thinking competencies into the curriculum.

Objective 5.1 Develop new Information Literacy teaching plan.¹

Objective 5.2 Increase the number and variety of online tutorials, digital learning objects, course guides, research guides, and other materials to assist distance education and resident students in learning how to find and evaluate information.

Objective 5.3 If practicable plan for and carry out summer retreats.

Objective 5.4 Develop relationships with the Schools of Information Science at URI and Simmons College and invite graduate students to come to the NWC for their Professional Field Experience (PFE).

Objective 5.5 Initiate a formal program of support for the classified game space initiated by CIWAG in the classified classrooms.

Objective 5.6 Develop action items that support teaching excellence, continuing education and professional development.

Objective 5.7 Expand embedded reference/research support for both resident and distance education students.

Objective 5.8 Inventory all NWC faculty and staff research topics and areas of study.

Objective 5.9 Develop an introduction to library research that can be used in each course offered by the College, either as a link included in each syllabus or as a link in course readings.

Objective 5.10 Increase the awareness of all library resources and services by reforming the Social Media Team into a Library Marketing Team which will coordinate all library public relations and outreach.

Objective 5.11 Redesign of the library's landing page in Blackboard as an information access point and marketing tool.

Objective 5.12 Increase awareness of information literacy across the curriculum by increasing the presence of librarians in classrooms and Teaching Center for Excellence workshops,

¹ Association of College and Research Libraries defines information literacy as: "Information literacy is the set of integrated abilities encompassing the reflective discovery of information, the understanding of how information is produced and valued, and the use of information in creating new knowledge and participating ethically in communities of learning." "Framework for Information Literacy for Higher Education", American Library Association, February 9, 2015. <http://www.ala.org/acrl/standards/ilframework> (Accessed July 12, 2021)

Objective 5.13 Launch liaison program.

AY 21-22 Goal 5 Action Items

Our Learning and Research priorities for AY 21-22 focus on developing a library liaison program and continued development of our Information Literacy policy and planning.

FY22 Action Item 5.1 Draft a statement describing the NWC Library Liaison Program, including its mission, purpose, and potential stakeholders. Submit document to Library Director for approval March 2022. [**Objective 5.13**] Gina

FY22 Action Item 5.2 Create an Information Literacy LibGuide by 30 June 2022. [**Objective 5.12**] Andrea

GOAL 6: Staff recognition

This strategic goal focuses on developing awards and events that celebrate milestone service anniversaries and that recognize and honor library staff members for their talents, commitment, contributions, and devotion to the mission of the College.

Objective 6.1 Develop a staff recognition program.

AY 21-22 Goal 6 Action Items

FY22 Action Item 6.1 a) Examine a representative sample of academic and research library staff recognition programs. b) Summarize the various types of awards adopted by college and university libraries in the sample. Add in any new ideas. c) Draft a Staff Recognition program statement specifically for the NWC Library, including award types, criteria for being recognized, when and how will awards be given, who will make the decisions (an awards committee perhaps?). d) Choose one or two of the proposed awards as a proof of concept, announcing the new awards program at an all-staff meeting, and the one or two that will be adopted in year one. e) Present the awards some time during the performance year. [**Objective 6.1**] Lori