



## U.S. Naval War College Library

### Strategic Plan 2019-2020

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.

#### AGILITY AND ADAPTABILITY

The War College Library's strategic planning process has traditionally been a bottom-up, roughly annual exercise. It typically follows a sequence of literature reviews, scoping exercises, and information gathering sessions that engage the whole Library staff. Leading up to the start of the fiscal year on 1 October, and prior to developing the annual budget, the librarians identify potential strategies, define goals and objectives, and articulate specific, measurable action items that become part of individual performance plans, executing the work over a twelve-month period.

To become more agile and adapt to changing conditions more effectively and cost-efficiently, the Library will begin focusing on shorter cycles and developing practices that reduce the time to attain tangible results. In order to maintain momentum on executing mid- and long-range goals, action plans will follow shorter, iterative implementation cycles.

The strategic plan presented here draws on the experience, insights, and perspectives of members of the Library staff and many members of the NWC Community expressed in previously issued documents, committee meetings, private discussions, public forums, and online feedback forms. We need to apply the same energy, rigor, and creativity used in developing this plan to generate the necessary human and capital resources to implement it. We encourage every member of our community to embrace this challenge. We care deeply about the Library and the institution it serves, and we look forward to working with the NWC community to build our future together.

Allen C. Benson, Ph.D.  
Library Director

## PRIORITIES

**The thrust of resource allocation must be toward the improvement of information access and discovery to support research.** In the past, the Library benefited from major acquisitions and investments in resources: staff, print and electronic information resources, and structures for organizing, storing, and preserving information. Although additional work remains in records management and in developing current and relevant collections, our central focus is no longer on overall expansion of facilities and content. In 2020 we need to turn our attention to infrastructure, understood as systems that support access to information and information discovery. Resources will focus on developing and implementing a new *library services platform* (LSP) to accommodate our expansive, heterogeneous, digital archives, print collections, the institutional repository, Naval Historical Collection, and expanding online newspaper and journal collections.

**It is essential that we continue to invest in our students and resources that produce learning.** As the cost of information and the curation and access to information rises, our mission demands that we continually strive to serve the learning and research demands of the College. The key to meeting this goal is providing students, faculty, and staff with optimal conditions for discovering, creating, and sharing knowledge.

## THEMES

Library and Information Science is a community of teachers, researchers, and practitioners devoted to excellence in the organization, preservation, and discovery of information. Fundamental to the identity of the NWC Library is its ability to pursue a commitment to learning and an intensive research environment that includes information content and infrastructure for the discovery of that content.

Information discovery, knowledge creation, and the open and free exchange of ideas encapsulate something important about the War College Library as the creative center of research and learning on campus. The Library staff embraces these various roles in society as its responsibility to this institution. In support of this understanding, the Library has developed goals that revolve around five strategic areas of focus:

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

# NWC LIBRARY

## STRATEGIC PLAN 2019-2020

### 1. DISCOVERY

The NWC Library provides strategic vision and support for making extensive print and electronic collections discoverable to the NWC Community via the Library's discovery system, link resolver, online catalog, and website.

*The Library brings deep expertise in evolving, developing, and implementing new strategies relating to discovery and the user experience.*

- Provide leadership in developing and implementing a comprehensive inventory of all current and bound periodicals housed in the library's print and microform collections.
- Pursue acquiring a new Library Services Platform, promoting the integration of disparate resources and advancing partnerships with other libraries in the Naval University System.
- Maximize the impact of the College's scholarship by cataloging and advancing open access to 2,500 student papers in the Library's general collection.

### 2. ANALYTICS

The NWC Library advances College priorities for assessment and measurement.

*The Library has a longstanding, exemplary record of reporting, manipulating, and evaluating input and output measures related to library database selection and use, collection development and use, and assessing learning outcomes.*

- Strengthen the capacity to understand Library use by reviewing current metrics and methods of collecting and analyzing data.
- Advance the College's research of large text corpora by designing innovative services using machine learning.
- Develop and administer a triennial survey instrument for gathering information from faculty, students, and staff about the library's resources and services to support making data-driven improvements.

### 3. INFORMATION RESOURCES

The NWC Library engages in collaborative collection building and collection management.

*The Library's strong collections and expert staff fuel new ways of storing, organizing, finding, retrieving, and linking a growing amount of information available to faculty, staff, and students.*

- Accelerate the pace at which licensed Library materials are used in course learning modules through a campus-wide rollout of e-Reserves.
- Leverage access to greater amounts of government documents by transitioning to an online government documents Federal Depository.
- Invest in standing up a Professor's Library in Mahan Hall Reading Room to further advance research and learning.

## 4. INFORMATION STEWARDSHIP

The NWC Library develops and supports sustainable models for disseminating and preserving information resources.

As an academic agency in its own right, the Library provides leadership and intellectual expertise in activities associated with the full life cycle of information resources, from creation and acquisition to storage and preservation.

- Foster an organizational culture that values maintaining current, relevant, and authoritative collections by implementing an active, ongoing, library-wide weeding program.
- Provide exceptional leadership in furthering the College's priorities concerning intellectual property rights and responsibilities.

## 5. LEARNING AND RESEARCH

The NWC Library embraces excellence in learning, research, and is responsive to changing priorities and emerging academic interests.

*The Library provides leadership and participates 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 locate, evaluate, engage with, organize, and create information.*

- Leverage collective actions to expand learning spaces outside the classroom and deliver integrated, innovative instruction to resident and distance education students through group and one-on-one interaction.
- Initiate marketing and outreach activities that inform and engage our clientele in existing and emerging library resources and services.
- Establish core competencies for librarians, establishing effective training and professional development opportunities for librarians, staff, and interns.
- Strengthen partnerships with teaching faculty, instructional designers, and others to integrate Library instruction and related critical thinking competencies into the curriculum.