

The Naval War College Library 2020-21 Strategic Plan



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Naval War College Library

U.S. Naval War College Library 2020-21 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

It is our resolve to make sure the NWC Library remains the heart of the College 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.

This year's strategic planning exercise took place during the COVID-19 coronavirus pandemic. As a consequence, a significant part of our planning efforts focused on services that enable learning and navigating information resources and services in a digital environment. In light of our physical facilities being closed, we are directing our attention towards keeping our community safe by reconfiguring study spaces that accommodate a variety of learning styles and requirements and developing a no-contact book pickup service. Our virtual library remains open for business providing e-Reserves, Inter-library loans of journal articles, access to electronic books, journals, and databases, and we encourage everyone to take advantage of our staff's expertise through online workshops, individual consultations, and orientation sessions.

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Library Director
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Priorities

The thrust of this year's resource allocations is toward the *full life cycle of research*.

In 2020-21 we focus our time and resources on the full life cycle of research and learning. With the addition of a new Copyright Librarian we are turning our attention to ethics, copyright, and compliance. Our Research and Instruction Librarians are expanding our virtual learning environment by implementing LibChat, adding Zoom reference appointment scheduling, and developing an online *Introduction to Library Research*, and every member of the Library staff is working on a plan for developing and implementing a new *library services platform* (LSP), *Ex Libris*, that will allow us to bring together many of our heterogeneous digital and print collections.

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 2020-21, there are no specific action items planned for "Information Stewardship" and we have added a new focus to address COVID-19 coronavirus:

1. Discovery
2. Analytics
3. Information Resources
4. Information Stewardship
5. Learning and Research
6. Pandemic Emergency Response

Action Items for 2020-21

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.

FY21 Action Item 1: Manage migration to new Ex Libris Library Services Platform.

FY21 Action Item 2: Conduct a physical inventory of the classified library collection.

FY21 Action Item 3: Complete periodical collection inventory by checking for anomalies. Randomly compare not less than 10 database records against physical holdings. If problems are detected, report findings to Heads, Circulation and I&C Department Head.

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.

FY21 Action Item 4: Administer library's first triennial user satisfaction survey. Cycle begins FY21 with reporting in FY22.

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.

FY21 Action Item 5: Draft institutional copyright policy.

FY21 Action Item 6: Continue transitioning from legacy (print) Federal Depository Library Program to digital government documents collection.

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.

Continue systematic weeding of collections. No new action items in FY21.

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.

FY21 Action Item 7: Establish a Zoom reference appointment scheduling system via MyWCONLINE software on Blackboard.

FY21 Action Item 8: Build four instructional videos, one per quarter, covering Ex Libris ALMA, finding books in the library, ILL, and RefWorks.

FY21 Action Item 9: Develop online *Introduction to Library Research* for all courses. Embed link to this introduction in syllabi and/or course readings.

FY21 Action Item 10: Launch LibChat real time reference support.

GOAL 6: Pandemic Emergency Response

This strategic area of focus addresses Library operations in a pandemic environment with particular attention given to the Library's public services. A *pandemic environment* covers two scenarios: 1) Mission Essential Personnel (MEP) only where the Library facilities are closed to everyone except library staff who have been given permission to enter by the COS, and 2) A partial opening with limited access to the facilities and the Library's onsite resources and services. *Public services* are defined as all library resources and services (people and materials) that engage directly with faculty, staff, students, and visitors.

FY21 Action Item 11: Adopt campus-wide best practices as outline in the Temporary Policy Memoranda 20-2, 20-6, and execute all requirements articulated as responsibilities of the Deans and Departments.

FY21 Action Item 12: Examine, modify, and readapt Collection Development and Serials Management in response to the pandemic emergency.

FY21 Action Item 13: Examine, modify, and readapt e-Reserves services in response to the pandemic emergency.

FY21 Action Item 14: Examine, modify, and readapt Inter-library Loan services in response to the pandemic emergency.

FY21 Action Item 15: Examine, modify, and readapt print circulation in response to the pandemic emergency.

FY21 Action Item 16: Examine, modify, and readapt research and instruction in response to the pandemic emergency.

FY21 Action Item 17: Examine, modify, and readapt the Library's virtual environment in response to the pandemic emergency.

FY21 Action Item 18: Examine, modify, and readapt seating and study spaces in the Learning Commons in response to the pandemic emergency.