Library Unit Action Plan
2020- 2021

Division: **Academic Affairs**   Unit: **Library**

Guiding Documents:
Association of College and Research Libraries (ACRL) Standards
ACRL's Characteristics of Programs of Information Literacy that Illustrate Best Practices
ACRL's Diversity Standards: Cultural Competency for Academic Libraries

Unit Mission:
The Amelia V. Gallucci-Cirio Library **supports the teaching and scholarship mission** of Fitchburg State University by providing dynamic and collaborative **learning spaces**, both physically and virtually. Actively developing, maintaining, and creating accessible **collections** with evolving **services** is essential to this mission. Librarians and staff **teach key information literacy skills** that enable users to effectively find, manage, critically evaluate, and use information. The library's goal is to create **an environment that fosters intellectual curiosity and the social, cultural and professional development** of students, faculty and staff.

Goals/Outcomes:	Associated Strategic Plan Goals:
Goal 1: Deepen Faculty/Librarian Relationships. AVGC Library is the intellectual commons of FSU where faculty interact with ideas in physical and virtual spaces to expand the creation of knowledge. (ACRL Standard 6.4 and 3.5)	**Goal 1: Deepen Faculty/Librarian Relationships.** *Strategic Plan Goal 1*: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning SP *SP Goal 1, Strategy 4:* Promote greater interdisciplinary teaching and develop innovative combinations across academic departments
Goal 2: Support Student Learning – Access to Materials through OER, Library Collections and Digital Course Reserves AVGC Library contributes to student retention and academic success by developing practices and employing models that support open access textbooks and materials, and leverage digital purchases within financial limitations. (ACRL Standard 4)	**Goal 2: Support Student Learning – Access to Materials through OER, Library Collections and Digital Course Reserves** *Strategic Plan Goal 2:* Become a model student ready university and narrow the achievement gap. *SP Goal 2 Desired Outcome*: The resources associated with the educational process will be available not only to all students, but especially to those students who historically have been denied equitable access.

Goal 3: Support Student Learning – Information Literacy AVGC Library partners in the educational mission of the institution to develop and support information-literacy learners who can discover access and use information effectively for academic success, research and lifelong learning. (ACRL Standard 3)	**Goal 3: Support Student Learning – Information Literacy** *Strategic Plan Goal 1*: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning *SP Goal 1, Strategy 1:* Fortify and promote the distinct role of the general education curriculum that provides every undergraduate student a relevant and challenging liberal arts foundation
Goal 4: Develop External Relations Communication Plan AVGC Library engages the campus and the broader community through multiple strategies in order to advocate, educate and promote their value. (ACRL Standard 9)	**Goal 4: Develop External Relations Communication Plan** *Strategic Plan Goal 5:* Assert our distinctive value proposition and institutional learning outcomes boldly and widely *SP Goal 5, Strategy 6*: Adopt a more coordinated, collaborative approach to internal communications and external marketing, and proactively engage members of the University community as proud brand ambassadors.
Goal 5: Embrace Education Justice AVGC Library puts into practice the concept of "inclusive excellence" and will be known as a welcoming community that engages all of its community's diversity in the service of student learning.	**Goal 5: Education Justice** (foundational vision of Strategic Plan) *Strategic Plan Goal 2:* Become a model student-ready university and narrow the achievement gap *SP Goal 2, Desired Outcome:* Students who, for reasons relating to race, ethnicity, age, gender identity, or sexual orientation, are in a minority on campus will feel welcomed, affirmed, supported, and fully included in the life of the University. *Strategic Plan Goal 4*: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths.
Goal 6: Foster a Collaborative and Flexible Organizational Culture with a Shared Purpose Reflective of our Values and a Thoughtful Approach to COVID-19 Challenges. AVGC Library has a sufficient number of library personnel with the skills, experiences and mindsets to ensure excellence and to function successfully in an environment of continuous change. (ACRL Standard 8) Note: Due to COVID-19, the Library did not adopt "Community Engagement to the Broader Community" as a primary goal for this year.	**Goal 6: Foster a Collaborative and Flexible Organizational Culture with a Shared Purpose Reflective of our Values and a Thoughtful Approach to COVID-19 Challenges.** *Strategic Plan Goal 4*: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths. *SP Goal 4, Strategy 3*: Inspire faculty and staff to be involved and experiment, knowing their efforts will be supported through mentorship, guidance, and abundant support. *SP Goal 4, Strategy 4*: Provide faculty and staff professional development opportunities and adequate tools to be effective. AP Goal 4, Desired Outcome: A happy, healthy workplace environment is a key to positive morale and employee retention, Fitchburg State will be promoting a culture of wellness on campus.

Objectives	Performance Measures/Targets
Objective 1: Deepen Faculty/Librarian Relationships. AVGC Library is an important University partner in supporting and promoting faculty scholarship and teaching. Faculty seek the expertise of librarians in further developing their scholarship and teaching. Faculty seek the expertise of librarians and partner with them to increase their students' information literacy skills	**Measures 1: Support Faculty Publishing**. **Deepen Faculty/Librarian Relationships.** The new faculty liaison program is launched in fall 2020 and is assessed to determine its effectiveness. Changes are made to increase its effectiveness, as needed. The library staff from various departments contribute to the visibility of Fitchburg faculty's scholarship by creating a series of recurring promotional displays of faculty work, both digitally and physically. Faculty works are acquired and made available. The number of faculty-librarian partnerships increase.
Objective 2: Support Student Learning – Access to Materials through OER, Library Collections and Digital Course Reserves AVGC Library is known on campus as a leading advocate for open educational resources. Faculty seek the expertise of librarians on the use of library resources and OER in course and assignment development. AVGC Library privileges DRM-free license materials for its collections in order to facilitate the use of Library materials in courses. AVGC Library implements new services/collections in response to changing environments (COVID-19, more online learners, racial injustice)	**Measures 2: Support Student Learning – Access to Materials through OER, Library Collections and Digital Course Reserves** Per FSU Strategic Plan: Number of faculty utilizing OER. Number of students utilizing OER OER Pilot Phase 1 and Phase 2 are completed. Digital Reserves Pilot Project is successfully implemented. Usage statistics are gathered and examines. eBook purchases recently made, including new models of acquisition, are assessed to determine their effectiveness.
Objective 3: Support Student Learning – Information Literacy Librarians collaborate with each other and with faculty to embed information literacy learning outcomes into curricula, courses and assignments. (ACRL Standard 3.2) Librarians provide appropriate and timely instruction in a variety of contexts and employ multiple learning platforms and pedagogies.	**Measures 3: Support Student Learning – Information Literacy** Instruction librarians reexamine and modify, as needed, the information literacy program to support the new LA&S curriculum. Librarians teach using multiple modalities (in person, remote, sync and async) in response to COVID-19.

(ACRL Standard 3.4) The library begins the process of creating a library assessment plan.	A timeline for assessment is created. Identify all areas of the library to assess that contribute to student learning, including but not limited to the library instruction program. Professional development opportunities for all staff are offered to increase their assessment knowledge and skills.
Objective 4: Develop External Relations Communication Plan The Library communicates with the campus community and the surrounding community, when applicable, in a timely way using a variety of methods and evaluates the communication for effectiveness. (ACRL Standard 9.2) The Library conveys a consistent message to expand user awareness of resources, services, and expertise. (ACRL Standard 9.3)	**Measures 4: Develop External Relations Communication Plan** A comprehensive communication plan is developed, under the leadership of the Student Success and Outreach Librarian. Implementation is shared by multiple library staff members and also through the liaison program.
Objective 5: Education Justice The Library will work towards identifying and correcting Library policies and practices that reinforce and maintain white supremacy and oppression. Library staff create and sustain an inclusive, welcoming environment where people of color feel welcome and safe. Multi-cultural and neurodiversity competencies are increased in our staff and our student workers.	**Measures 5: Education Justice** The Library's Anti-Racism team will develop a Racial Equity plan that will provide a process and timeline to examine and evaluate library policies and practices for racial bias and recommend changes." Library staff create a report that analyzes collections in order to elevate oppressed and underrepresented voices. A specific collection such as children's literature or a section of the general, archival, special collections or digital resources will be looked at as a first step. Library staff develop programming and exhibits that work towards exposing and educating the Fitchburg State community on the realities and impacts of systemic racism. Library staff evaluate services to better support neuro-diverse learners. Library staff participate in educational opportunities to develop and enhance their inter-cultural competencies, including but not limited to race, gender, sexual orientation, disability, and neurodiversity.

Objective 6: Foster a Collaborative and Flexible Organizational Culture with a Shared Purpose Reflective of our Values and a Thoughtful Approach to COVID-19 Challenges.	Measures 6: Foster a Collaborative and Flexible Organizational Culture with a Shared Purpose Reflective of our Values and a Thoughtful Approach to COVID-19 Challenges.
Library personnel demonstrate commitment to ongoing professional development, maintaining and enhancing knowledge and skills for themselves and their coworkers. (ACRL Standard 8.3) Library staff are willing and able to embrace and adapt to change and this will be apparent throughout the organization. (FSU Strategic Plan Goal 4 Desired Outcome language) The Library offers a safe, healthy and supportive environment that encourages innovative thinking and creative risk-taking at all levels.(Library Strategic Plan) Library personnel engage with library student workers to provide mentoring and work that enhances the students' overall academic experience. (ACRL Standard 8.7)	Library staff reflect on and participate in professional development, with input from their supervisor. Library staff develop their own abilities to take on new challenges and develop innovative services in response to COVID-19 and other external drivers. Library staff have each other's backs with a back-up plan for colleagues' essential work. Library administration provides opportunities and resources that support a healthy work-life balance for all employees. Student employees list their AVGC Library work on their resume and list library employees as references.