**Salisbury University Libraries Strategic Plan, 2014-2018**

The staff of the Salisbury University Libraries undertook strategic planning in 2014, in the midst of a time of great change for libraries everywhere. Electronic collections are supplementing and often supplanting physical collections; users expect immediate, unmediated access to information; and librarians are finding new roles as partners in the creation and dissemination of knowledge. For the SU Libraries, the change is even greater, as we will be moving into the new Academic Commons in 2016 that opens up great new possibilities for serving our students and faculty. Even in the midst of this change, however, the core values that guide our work endure. Our core values are:

**Intellectual inquiry**: This is the fundamental purpose and activity of a university.

**Responsiveness to patron needs**: What our users want or need drives much of what we do. We would not exist without them.

**Adaptation and innovation**: These permeate everything we do, from how we teach classes to what collections we acquire to how we communicate with our users.

**Collaboration**: We partner with faculty, students, staff, other libraries, businesses, and community organizations.

**Excellence**: We aspire to excellence in all we do.

**SU Libraries Mission Statement**

The Salisbury University Libraries cultivate and sustain a superior learning community by providing user-centered services and information resources in an engaging environment dedicated to the free exchange of ideas and excellence in learning, teaching, scholarship, creativity, and service.

**SU Libraries Strategic Plan, 2014-2018**

The SU Libraries Strategic Plan the staff developed is organized according to the Goals of the Salisbury University Strategic Plan, 2014-2018. Our intent is to support and further the University’s Strategic Plan through the various action steps delineated here. The target years are what we hope to accomplish but are dependent on adequate staffing and resources.

Color code:

Blue = SU Strategic Plan Goal

Green = SU Libraries Strategic Plan Goal

Black = SU Libraries Action Step

The first person named after each Action Step is responsible for its implementation, often with help from other people or units.

**Goal 1: EDUCATE Students for Campus, Career, and Life**

**1.1: Evaluate entire curriculum, including General Education and existing majors, to determine whether the curriculum continues to meet the demands of the contemporary workforce and an increasingly diverse student body.**

*1.1.a Support curricular innovation to meet changing individual, societal, workforce needs.*

Promote information literacy and the use of library resources in the curriculum

* 2014 and ongoing: Create learning objects (e.g., LibGuides, tutorials) to support curricular innovations (Coordinator of Library Instruction, RIS)
* 2014 and ongoing: Participate actively in curriculum reviews and accreditation reviews (Dean, RIS)
* 2015: Develop student learning goals for information literacy (Coordinator of Library Instruction, RIS)
* 2017 and ongoing: Provide mini-grants and staff assistance to faculty to redevelop courses to extensively use library resources or develop library-based assignments (Dean, RIS)
* 2017 and ongoing: Provide staff assistance to faculty to redevelop courses and class exercises using Nabb Center resources (Outreach and Education Coordinator, other Nabb staff)

*1.1.b Ensure every undergraduate at SU has the opportunity to participate in enriching experiences outside the classroom that will promote engaged citizenship and bolster their opportunities for future employment and success.*

Promote undergraduate research and publishing

* 2015: Hire Education and Outreach Coordinator to work with faculty to promote in-depth research assignments in various disciplines (Dean, Nabb)
* 2015-2016: Maintain the number of classes using the Nabb Center (Nabb Director, Nabb staff)
* 2017 and ongoing: Increase the Nabb Center’s outreach to students and faculty, promoting research topics and publicizing student prizes (Outreach and Education Coordinator, Nabb)
* 2017 and ongoing: Provide a prize for the best student paper or research project using library resources (Dean, RIS)
* 2018: Establish a library e-publishing program for student or departmental journals (Scholarly Communications Librarian, RIS, Admin)

Prepare our student workers for future employment and success

* 2015: Make sure our expectations of student workers align with the expectations of potential employers (Unit heads employing student workers)
* 2017 and ongoing: Provide opportunities for student workers to handle more responsibility as the longer they work with us and to learn about library careers (Unit heads employing student workers)

*1.1.c Continue to work to provide internship opportunities for students in all disciplines.*

Support students in exploring careers through internships

* 2015 and ongoing: Continue to provide internship opportunities for students attending or interested in attending library school (Dean, Circ, RIS, TS)
* 2015 and ongoing: Continue to provide Nabb Center internship opportunities for students in CMAT, English, and History (Nabb Director)
* 2017: Formalize library internship program (Dean)
* 2017 and ongoing: Investigate possibilities of expanding Nabb Center internship opportunities in Archaeology, Anthropology, Environmental Science, Oral History, and other affiliated career paths (Outreach and Education Coordinator)

**1.2: Produce graduates with strong digital citizenship skills, including digital access, literacy, etiquette, health and wellness, and online security.**

Create a strong library instruction program based on national standards

* 2014 and ongoing: Enhance and expand course-level library instruction in strategically identified courses that fulfill general education requirements (Coordinator of Library Instruction, RIS)
* 2015: Adopt and incorporate the ACRL’s forthcoming Framework for Information Literacy in Higher Education into our instruction program (Coordinator of Library Instruction, RIS)
* 2015 and ongoing: Enhance and expand course-level library instruction to strategically identified core courses within majors (Coordinator of Library Instruction, RIS)
* 2016 and ongoing: Work with individual academic departments to craft information literacy agreements that describe departmental information literacy goals and identify the courses that will incorporate those goals (RIS Liaison for each department, Admin)
* 2018 and ongoing: Provide instruction for visual and data/numerical literacy, incorporating ACRL guidelines (Coordinator of Library Instruction, RIS)

**1.3: Create a Center for Student Academic Engagement**

Provide students with opportunities to conduct and share research in a variety of ways

* 2014 and ongoing: Continue librarian involvement in Living-Learning Communities (RIS Chair, Liaisons)
* 2015 and ongoing: Be a partner in events such as the Undergraduate Research Conference and programs such as Community-based research service learning projects (RIS Chair, Liaisons)
* 2017: Host a biennial conference on Delmarva studies with opportunities for presentations by both students and senior scholars (Dean, Nabb Director, Nabb staff, Liaisons, Library Office Manager)
* 2017 and ongoing: Create an exhibit “lab” to provide classes and individual students with an opportunity to curate exhibits through internships and partnerships with faculty (Curator, Education and Outreach Coordinator, Archivists, Liaisons)
* 2017 and ongoing: Explore web possibilities to promote student-created exhibits using Nabb resources (Curator, Tech Librarian)
* 2017 and ongoing: Explore SU-sponsored opportunities for research grants for students using the Nabb Center and provide research grants for SU student projects relating to Delmarva (Outreach and Education Coordinator, Nabb Director, Dean)
* 2018: Establish a journal dedicated to undergraduate research as part of our institutional repository (Scholarly Communications Librarian, Liaisons, Dean, Tech Librarian)

**1.4: Provide high-quality graduate programs and course offerings in formats suitable, convenient, and relevant to students and faculty and in line with workforce needs.**

Increase SU Libraries’ support for graduate programs through collections and services

* 2014 and ongoing: Ensure collections fully support graduate-level research, including doctoral research for the Ed.D. and DNP programs (Liaisons, Head of Tech Services)
* 2014 and ongoing: Provide instructional support for graduate courses (Coordinator of Library Instruction, Liaisons)
* 2015: Develop expectations/guidelines for supporting graduate students’ needs (RIS Chair, Head of Circ, Coordinator of Library Instruction, Head of Tech Services, Dean)
* 2015 and ongoing: Design and request custom reports from CLAS, and utilize available reports (e.g., USMAI DDA pilot) which show collection usage by patron category. Share this data with liaisons to guide selection of resources appropriate for graduate-level courses (Head of Tech Services)
* 2015 and ongoing: Participate, whenever possible, in graduate programs’ orientations for new students (Liaisons)
* 2015 and ongoing: Provide professional development opportunities to liaisons so they’re equipped to provide instruction for graduate-level courses and to provide reference services for graduate students (RIS Chair, Dean)

**1.5: Support a vibrant Honors Program that becomes integral to the entire campus.**

Provide SU Libraries’ support for the Honors Program through services and collections

* 2014 and ongoing: Provide instruction support for Honors classes in creative ways, with the Honors liaison collaborating with departmental liaisons (RIS Honors Liaison, Liaisons)
* 2014 and ongoing: Work with Honors faculty to develop library-specific assignments (RIS Honors Liaison)
* 2015 and ongoing: Establish an Honors fund to support the program with print and electronic resources and expand Honors resource collections (Head of Tech Services, RIS Honors Liaison)
* 2016 and ongoing: Assign “personal librarians” for Honors students (RIS Honors Liaison)
* 2016 and ongoing: Promote availability of group study/meeting space in the Academic Commons (Head of Circulation, Dean)
* 2017 and ongoing: Display Honors work in the Academic Commons (RIS Honors Liaison, Curator)
* 2018 and ongoing: Encourage Honors classes to work with exhibits curator to create exhibits (RIS Honors Liaison, Curator)

**1.7: Fully support programmatic initiatives for retention, including the CSA and the Writing Center, Living Learning Communities, Math Placement initiatives, TRiO programs, and mid-semester reporting and advising initiatives.**

Support student success and retention initiatives by partnering with Student Affairs and academic support units

* 2014 and ongoing: Increase library participation in freshman orientation (RIS Chair)
* 2015-2016: Brainstorm with CSA and other student services that will move into the Academic Commons about ways to foster collaborative relationships—joint workshops, referrals, common outcomes, possibly having an on-site librarian in the CSA and WC (RIS Chair, Dean)
* 2015 and ongoing: Provide a program to introduce transfer students, especially from Wor-Wic (which doesn’t have a physical library) to using the SU Libraries (RIS Chair, Head of Circulation)
* 2015 and ongoing: Provide training to CSA and Writing Center tutors (Coordinator of Library Instruction)
* 2017 and ongoing: Offer joint programs with the Writing Center or IT, such as a M\*A\*S\*H-like triage event near finals or workshops on conducting and writing literature reviews (RIS Chair, Dean)

*1.7.c Ensure that the OSDSS is sufficiently staffed to serve students with documented disabilities.*

Make the SU Libraries as easy as possible for students with disabilities to use

* 2015: Create a LibGuide providing information on disability services in the SU Libraries (Dean)
* 2015: Provide guidelines for universal design standards to apply to librarian-created educational objects (instructional videos, informational handouts, finding aids, research guides, interactive learning tutorials, etc.), including recommended font styles, sizes, backgrounds, file formats, captioning, audio, and so on (Dean)
* 2015-2016: Ensure that the Academic Commons will be accessible and supportive of students with disabilities (Dean)
* 2015 and ongoing: Through licenses and informal audits, ensure that electronic collections are, to the extent possible, accessible to students with disabilities (Serials and Electronic Resources Librarian)

**1.8: Create an engaged global learning environment in which all students develop international and cross-cultural skills and an enhanced global consciousness in order to thrive as professionals, citizens, and individuals in an increasingly interdependent world.**

Provide SU Libraries’ support for the English Language Institute (ELI)

* 2014: Assign a librarian to be the liaison to ELI (Dean)
* 2014 and ongoing: Collaborate with ELI to identify and provide supportive resources—i.e., children’s books in CRC, resources about other cultures and in other languages, and other relevant resources in general collection (ELI Liaison, Head of Tech Services)
* 2014 and ongoing: Establish ELI fund and monitor expenditures and requests to guide future allocation (Head of Tech Services, Acquisitions Assistant)
* 2015: Create a LibGuide to support students studying abroad (ELI Liaison)
* 2015 and ongoing: In coordination with information literacy agreement efforts, provide library instruction in appropriate ELI courses, such as ELI31-4 and ELI98 (ELI Liaison)
* 2015 and ongoing: Increase library presence at ELI events and at International House events (ELI Liaison)
* 2015 and ongoing: Regularly ensure that ELI students have active accounts to access library resources (Head of Circulation, ELI liaison)

**1.10: Grow support for faculty scholarship, research, and creative activities.**

Provide library services to enhance and promote faculty scholarship, research, and creative activities

* 2015: Explore connecting faculty scholarship database with new Digital Measures software for recording faculty scholarships and professional development presentations (Tech Librarian)
* 2015: Train liaisons in scholarly communications issues and tools (Scholarly Communications Librarian)
* 2017 and ongoing: Develop Pub Night into a larger-scale event in the Academic Commons or create additional smaller faculty events such as dramatic readings or book talks (Dean with help from many)
* 2018 and ongoing: Provide data management services, such as data curation and assistance developing data management plans for grants to support increased GSR activities (TBD)

**GOAL 2: EMBRACE Innovation of the Salisbury University Experience**

**2.1: Construct and open the new Academic Commons**

*2.1.a Realize the potential of the Academic Commons facility as a hub of academic activity and a symbol of the importance of higher education in the broader community and in a knowledge-based economy.*

Make detailed plans for and carry out the move of library collections and staff to the Academic Commons

* 2014-2016: Continue weeding collections before the move (Liaisons, Cataloging Assistant)
* 2014-2016: Continue to provide support for weeding collections by preparing shelf list reports as requested (Head of Tech Services)
* 2015: Gather and review appropriate statistics such as SCMI and other relevant ad-hoc reports, and space/shelving allocations in new building (Head of Tech Services)
* 2015-2016: Revise library policies and create whatever new policies may be needed for the Academic Commons (Dean, Director of Public Services, Head of Circulation, RIS Chair, Head of Tech Services, Nabb Director)
* 2015-2016: Work out an agreement with IT over who does what and over who lends what at the IT Help Desk and Library Services Desk (Dean, Director of Public Services, Head of Circulation, RIS Chair, Tech Librarian)
* 2016: Train staff as needed to take advantage of new library instructional space, work at joint service desk, etc. (Director of Public Services, Head of Circulation, RIS Chair)

Make plans for and carry out the move of Nabb Center, University Archives, and Special Collections into joint space in the Academic Commons

* 2014-2016: To deal with duplication of collections, request collection overlap reports from CLAS, such as the pilot report requested September 2014 (Head of Tech Services)
* 2015: Sort and organize Nabb Center items stored in Foundation basement, deciding what to keep and what to discard (Nabb Admin Assistant)
* 2015: Hire curator to prepare artifacts for move (Dean, Nabb Director)
* 2016: Create initial exhibits for Academic Commons (Curator)
* 2016 and ongoing: Develop staffing schedule for Nabb reception and reading room, using existing and potentially new resources (Nabb Director, Nabb Admin Assistant, Dean)

Promote the Academic Commons as a hub of academic activity and a symbol of the importance of higher education in the broader community

* 2015: Create a student library advisory committee (Dean)
* 2017 and ongoing: Create and maintain strong exhibit program to highlight collections and library-related issues/events, publicize student organizations/activities, promote Delmarva studies, and provide classes and individual students with an opportunity to curate exhibits (Curator, Nabb, Admin)
* 2017 and ongoing: Promote the Faculty Center in the new Academic Commons and use effectively (Dean, Liaisons)
* 2017 and ongoing: Depending on demand and available resources, extend operating hours for Nabb Center (Nabb Director, Dean)
* 2017 and ongoing: Depending on available resources, create new programming in Academic Commons, such as poetry slams, book-related film showings, etc. (Dean, Liaisons, anyone who comes up with an idea)

*2.1.b Assess how the SU Libraries support the teaching, learning, and research needs of faculty through their collections and services.*

Assess library services

* 2014: Revise assessment of student learning in library instruction classes (Coordinator of Library Instruction)
* 2015: Carry out a library-wide assessment prior to move to establish comprehensive benchmarks for future comparison (Dean, Director of Public Services, help from all)
* 2015: Reorganize the library staff to promote efficient and effective service for our users (Dean)
* 2015 and ongoing: Regularly provide and encourage students to provide feedback about library services using a white board physically in the library and also an electronic version (Dean, Director of Public Services, Tech Librarian, Social Media/Communications Committee)
* 2018: Carry out a follow-up library-wide assessment to compare to 2015 benchmark (Dean, Director of Public Services, help from all)

*2.1.c Through greater engagement of librarians with faculty, establish priorities for building collections and develop services to support emerging needs in areas such as institutional repositories, data curation, and visual resources.*

Strengthen the liaison program

* 2014 and ongoing: Strengthen liaison relationships with departments through implementation of the liaison expectations document (RIS Chair, Dean, Director of Public Services)
* 2014 and ongoing: Have librarian liaisons meet with new faculty outside of New Faculty orientation to make sure they are aware of full range of library services and support (RIS Chair, Liaisons)
* 2014 and ongoing: Train/mentor new librarians as liaisons (RIS Chair, Liaisons)
* 2015: Develop a liaison toolkit (RIS Chair, Coordinator of Library Instruction, Dean, Director of Public Services, Head of Tech Services)
* 2015: Develop program to assess librarian instructor effectiveness, including peer evaluation (Coordinator of Library Instruction, RIS Chair)
* 2015 and ongoing: Promote scholarly communications issues (including copyright, author rights, predatory publishers, and open access) to faculty and students (Scholarly Communications Librarian, Liaisons)
* 2017: Develop assessment of all aspects of liaison work, including specific performance metrics (RIS Chair, Dean, Director of Public Services)
* 2017 and ongoing: Creatively engage with faculty by holding events in the Faculty Center or other means (Liaisons, Dean)
* 2017 and ongoing: Strengthen Nabb’s relationship with faculty by having liaisons to individual faculty (Outreach and Education Coordinator, Nabb Director)

Increase collections and collection services tailored to specific SU needs

* 2015: Train liaisons in collection development issues and tools (Head of Tech Services, RIS Chair)
* 2015: Establish an institutional repository and promote its use for faculty and student work as well as our own digitized collections; encourage faculty involvement in developing and promoting the IR (Scholarly Communications Librarian, Dean, Tech Librarian, Archivists)
* 2015: Add one or two student members to the Leisure Book Committee to help with choosing books and periodicals (Dean)
* 2015-2016: Carefully assess what donations of materials the Nabb Center should accept before the move (Nabb Director)
* 2015 and ongoing: Ensure IR metadata conforms to accepted standards/best practice (Head of Cataloging, Scholarly Communications Librarian)
* 2015 and ongoing: In conjunction with academic departments, annually assess journal and database subscriptions and needs in departments on a rotating basis, conducting regular usage analysis of resources (Serials and Electronic Resources Librarian, Liaisons)
* 2015 and ongoing: Seek donations of curriculum materials for the Curriculum Resource Center (CRC Coordinator, Dean)
* 2015 and ongoing: Explore 3D printing, poster printing, Publish on Demand Services, and other opportunities to meet evolving student and faculty needs (Tech Librarian, Scholarly Communications Librarian, Dean, Director of Public Services, Head of Circulation)
* 2016: Consider ending fines for late books (not for lost books) or changing checkout periods (Dean, Office Manager, Head of Circulation)
* 2016 and ongoing: Annually consider on-demand purchase opportunities, including for Inter-Library Loan (Head of Technical Services, Serials and Electronic Resources Librarian, Head of Circulation)
* 2016 and ongoing: Continue to seek donations of collections for the Nabb Center in keeping with its collection policy and expand Special Collections to support teaching and student research (Nabb Director, Dean)
* 2017: Expand and fully implement document delivery to faculty and graduate students (Head of Circulation, ILL Borrowing Assistant)
* 2017 and ongoing: Assess and revise Nabb Center Collection Policy and create Collection Development Policy seeking input from faculty (Nabb Director)

Increase the accessibility of collections

* 2014: Review existing Nabb and Library websites in preparation to change being made by SU (Tech Librarian, Nabb and Library task forces, Dean)
* 2014-2016: Create catalog records for any SU materials that are not yet cataloged, including Nabb Center storage items (Head of Cataloging, Nabb Admin Assistant)
* 2014 and ongoing: Participate to the greatest extent possible in the selection of USMAI’s next generation library system. Seek training for affected staff and adjust workflows to maximize software enhancements (Head of Tech Services, Head of Cataloging, Dean)
* 2014 and ongoing: Clean up collection metadata for system migration when USMAI gets a new integrated library system (expected by 2019) (Head of Cataloging)
* 2014 and ongoing: Process all archival collections and create finding aids, making finding aids available online and, as feasible, adding records to ArchiveGrid (Archivists, Tech Librarian)
* 2015: Consider potential changes to acquisitions, cataloging, and ILL workflows and implement changes as appropriate (Head of Tech Services, Head of Cataloging, Head of Circulation)
* 2015: Investigate ordering shelf-ready books from vendors for faster provision of print resources to our patrons and to free Cataloging staff for special projects (Head of Tech Services)
* 2015-2017: Review and add catalog records to PastPerfect Online (Archivists)
* 2015 and ongoing: Archivists and Cataloging work together to establish priority schedule for collection processing and accessibility via local and remote systems including adding records to WorldCat (Archivists, Head of Cataloging)
* 2015 and ongoing: Continue to promote Nabb Center collection strengths through publications and social media (Outreach and Education Coordinator, Social Media/Communications Committee)
* 2017 and ongoing: Create virtual galleries to promote library (Library Art Prize, Book Arts Collection, CRC Art Collection) and Nabb collections (Tech Librarian, CRC Coordinator, Nabb interns)
* 2017: Select and implement archival management software to allow easy searching of finding aids for the collections of the Nabb Center, University Archives, Special Collections, and the Perdue Archives (Archivists, Tech Librarian)
* 2017 and ongoing: As staffing resources are available, digitize selected materials and make them available in the institutional repository (Archivists, Scholarly Communications Librarian, Tech Librarian)

*2.1.d Begin increasing library spending with a goal of achieving the median total library spending per FTE of SU’s performance peers.*

Achieve spending parity with libraries of peer institutions

* 2015 and ongoing: Incrementally increase spending to reach peer medians for spending (Dean)

**2.2: Create the Office of Innovation in Teaching and Learning.**

* See 1.1.a, 1.3, 1.4, 1.5, and 2.1.c

*2.2.b Increase opportunities for interdisciplinary teaching and research collaboration.*

Evolve the Nabb Center into an interdisciplinary research center for Delmarva studies, promoting the study of Delmarva—its history and culture, its environment, its people and institutions—to faculty through various means

* 2015 and ongoing: Bring interested faculty together once or twice a year and serve as a clearinghouse for campus-related study of Delmarva across disciplines (Dean, Nabb Director, Outreach and Education Coordinator, Liaisons)
* 2017 and ongoing: Take new faculty on orientation trips to the region, introducing them to topically-based area resources such as history, environment, arts, business (Dean, Nabb Director, Outreach and Education Coordinator, Liaisons)
* 2017 and ongoing: Provide stipends to SU faculty for developing new courses or assignments (Nabb Director, Dean)
* 2017 and ongoing: Offer fellowships or visiting scholar stipends and office space to scholars using resources at the Nabb Center for their research (Nabb Director)
* 2018 and ongoing: Depending on staffing resources available, publish an electronic scholarly journal—perhaps two issues per year—on Delmarva studies (Nabb Director, Dean, Editor, Scholarly Communications Librarian, and others at SU)
* 2018 and ongoing: Offer a minor in Delmarva Studies (Nabb Director, Dean, and others at SU)

Offer library services and spaces that will encourage interdisciplinary collaboration both in our current building and the new Academic Commons

* 2014 and ongoing: Hold events like Pub Night and other activities that get faculty from multiple departments to interact with each other (Dean, Events Committee, Director of Public Services, Liaisons)
* 2015 and ongoing: Encourage the liaisons to share the activities of their departments with the other liaisons, so that liaisons can watch for and alert faculty to opportunities for collaboration across departments (RIS Chair)
* 2017 and ongoing: Offer meeting space and resources to support interdisciplinary teaching and research collaboration (Dean, Liaisons, Head of Tech Services, Tech Librarian)
* 2017 and ongoing: Offer sessions on library-related topics that faculty and students from multiple departments might attend (Director of Public Services, Liaisons, Head of Technical Services, Dean)

*2.2.d Provide professional development opportunities for faculty engaged in teaching innovation.*

Provide library-related professional development opportunities for faculty

* 2014 and ongoing: Provide opportunities for faculty to attend librarian or vendor-led training or professional development (Liaisons, Head of Tech Services)
* 2017 and ongoing: Provide faculty workshops on incorporating information literacy into instructional design (Coordinator of Library Instruction, Liaisons)

*2.2.e House the Office of Instructional Delivery and Design.*

Partner with ID&D

* 2014 and ongoing: Liaise with ID&D to support embedded librarian resources (RIS Chair)
* 2015: Make sure all liaisons are trained in using the learning management system (RIS Chair, Coordinator of Library Instruction)
* 2017 and ongoing: Present at the Teaching and Learning Conference jointly with faculty using the library in innovative ways (Liaisons)

**2.3: Ensure that innovative programs such as satellite campuses maintain the same quality as the home campus.**

Ensure the SU Libraries provide appropriate support for distance students and faculty

* 2014 and ongoing: Regularly assess library services to distance students and faculty through regular surveys of students and faculty and other means (Director of Public Services)
* 2014 and ongoing: Regularly evaluate support for and needs of distance education programs (Director of Public Services)
* 2015: Designate a distance education librarian (Dean)
* 2015 and ongoing: Have a meeting each summer of all library staff involved in supporting distance education to review past year and plan for upcoming year (Director of Public Services)

Improve library instructional support for distance education

* 2014 and ongoing: Provide synchronous and asynchronous instruction (Director of Public Services, Coordinator of Library Instruction, Liaisons)
* 2015: Train librarians in providing instruction for distance classes (Coordinator of Library Instruction, Director of Public Services)
* 2015 and ongoing: Create more online tutorials and other learning objects and regularly revise existing ones targeted at distance students (Liaisons)

Expand ILL services and access for distance students and faculty

* 2015: Implement ILLiad WebCirculation at pick-up locations to provide a record of items checked out and returned (Head of Circulation, Tech Librarian)
* 2015 and ongoing: Regularly reach out to and improve communication with distance faculty and students, so they feel free to contact ILL office directly (Head of Circulation, ILL Borrowing Assistant, Liaisons)
* 2015 and ongoing: Encourage requesting of book chapters instead of entire book, for ease of electronic delivery (Head of Circulation, ILL Borrowing Assistant, Liaisons)
* 2015 and ongoing: Collect better data about use of ILL by distance education students and faculty (ILL Borrowing Assistant, Head of Circulation, Director of Public Services)
* 2016 and ongoing: Provide direct shipping to home address (ILL Borrowing Assistant)

Improve access to SU collections for distance students and faculty

* 2015 and ongoing: Expand electronic collections to support distance students and faculty/student needs and preferences (Serials and Electronic Resources Librarian, Liaisons)
* 2015 and ongoing: Review licenses carefully and practice skillful negotiation to obtain wide access, rejecting resources that do not serve our distance programs (Serials and Electronic Resources Librarian)

**2.4: Continue to encourage and support an entrepreneurial spirit in our faculty, including working with fellow USM offices and potential partners outside the University setting.**

Be an active partner in state and regional consortia and professional organizations

* 2014 and ongoing: Support staff participation in USMAI working groups, communities of interest, and task forces (Dean)
* 2014 and ongoing: Support staff in being active in the Maryland Library Association and other state and regional professional organizations and institutional consortia (Dean)

**GOAL 3: FOSTER Community**

**3.3: Continue to improve town/gown relationships.**

*3.3.c Provide continued support for community outreach through arts programming, academic speakers, and community-based education such as the Ward Museum and the Nabb Center.*

Continue the Nabb Center’s outreach to the community

* 2014 and ongoing: Continue to create exhibits and offer lectures and other programming highlighting Delmarva (Nabb Director, Curator)
* 2014 and ongoing: Continue to offer space for community organization meetings (Nabb Director, Outreach and Education Coordinator)
* 2014 and ongoing: Continue working with other community educational organizations and student groups to highlight collections and educational opportunities (Nabb Director, Outreach and Education Coordinator)
* 2015-2016: Evaluate/revise public patron policy as it pertains to memberships and fee structure in the new facility (Nabb Director, Dean, Nabb Admin Assistant)
* 2016 and ongoing: Increase efforts to work with community and local organizations to collect and preserve pertinent documentary materials and artifacts (Nabb Director, Outreach and Education Coordinator)

Expand the SU Libraries’ outreach to the community

* 2015 and ongoing: Partner with local high schools to serve students, including working with Maryland History Day students (Dean, Nabb Director, Liaisons)
* 2017: Explore working with the Wicomico Public Library, including possibly serving as a checkout and drop-off location for WPL materials (Dean, Head of Circulation)
* 2017: Collaborate with marketing students to develop and implement a marketing plan for the SU Libraries (Dean)
* 2017 and ongoing: Have an annual event for the community, highlighting collections and services (Dean, Events Committee)

**3.5: Build upon more SU “traditions” and provide opportunities to develop affinity groups so students will connect and maintain the connection as alumni.**

Build connections with students and alumni to the SU Libraries

* 2014 and ongoing: Expand the number of student and alumni followers of SU Libraries on Facebook, Twitter, etc. by having more contests and prizes (Social Media Committee)
* 2017 and ongoing: Create an oral history program for alumni, using current students as interviewers (University Archivist)
* 2017 and ongoing: Use exhibits to promote University history and traditions, using University Archives (Curator, University Archivist)
* 2017 and ongoing: Expand University Archives collections, including those relating to student organizations and activities, in preparation for the upcoming SU centennial (University Archivist, Dean)

**3.8: Develop mechanisms to support student identity, inclusiveness, engagement, and success.**

Support student groups through SU Libraries’ activities

* 2017 and ongoing: Partner with student groups on creating exhibits and offering programming in the Academic Commons to promote the student groups and encourage them to donate group records to University Archives (University Archivist, Curator)

**GOAL 4: PROVIDE Appropriate Programs, Spaces, and Resources for All members of the Campus Community**

**4.2: Continue to work with the SU Foundation to support the goals and objectives of Salisbury University.**

Raise funds for the SU Libraries, including the Nabb Center

* 2014 and ongoing: Assist in raising funds through naming opportunities in the Academic Commons (Dean, Nabb Director)
* 2014 and ongoing: Contact assigned Library prospects (Dean)
* 2015: Host a lunch for SU Foundation and Advancement staff to raise awareness of Library and Nabb programs and needs (Dean)
* 2015 and ongoing: Evaluate fundraising needs and strategies, including Board of Directors structure, for the Nabb Center (Nabb Director, Dean)
* 2015 and ongoing: Send an annual appeal letter to past Library donors (Dean, Office Manager)
* 2017 and ongoing: Host one event specifically for Library donors every year (Dean, Events Committee**)**

**4.3. Increase the transparency of budget and resource allocation across the university.**

Be transparent about serials and electronic database subscriptions

* 2015 and ongoing: Involve academic departments to the extent possible in making decisions about what to cut and what to add (Serials and Electronic Resources Librarian, Liaisons, Head of Tech Services, Dean)

**4.4: Continue to recruit, retain, and support high quality staff across campus.**

Promote a learning environment for staff

* 2014 and ongoing: Provide staff time and funds for professional development, encouraging staff to attend conferences and visit other libraries and bring back ideas (Dean)
* 2015: Work with the Writing Center to create a writing support group for librarians who want to write for publication or write proposals (Dean)
* 2016 and ongoing: Encourage staff to experiment by providing funds for trying out innovative ideas and publicizing them (Dean)
* 2016 and ongoing: Give staff opportunities to learn new skills to meet library needs, such as data management or visualization (Dean)