

Strategic Plan Update 2018-2020

Goal 1: Invest in current staff and evolve existing positions to address challenges

Academic libraries are hiring professionals with experience in emerging 21st century skills. The American Library Association reports that over half of advertised library positions in recent years are new or redefined roles.

Action steps: Seventy-two percent of our current staff were hired since 2012. Forty-one percent of the 2012 staff retired, and another 26% moved on to other jobs or left the work place. This extraordinary turnover in staff has allowed us to be strategic and creative in building the organization we need today. In 2018, we hired the following professional positions: Head of Research, Music Librarian, 3 Instruction/Research Librarians, Director of Development, Head of Cataloging, Metadata Librarian and the Public Services Archivist. The Collections & Content Services Department reorganized around metadata, electronic resources and discovery.

Goal 2: Advance teaching, learning and research through library services

An increasing number of academic libraries are supporting an integrated approach to information literacy education. Librarians are broadening their role in the co-design of curriculum and expanding instruction.

Action steps: The Libraries' instructional program is well integrated in the curriculum. We reach over 85% of COLL100 and 150 classes (required freshman-level courses) as well as upper-level classes in most majors. Only three schools in the Association of Southeast Research Libraries (ASERL) teach more classes per FTE student than we do. We have partnered with the Vice Provost for Academic and Faculty Affairs and the departments of e-learning and information technology to coordinate university-wide support of teaching and learning.

Goal 3: Provide exceptional collections to support evolving curriculum and program needs and improve access to collections

Libraries have identified a need to provide access to a broad range of research materials and to digitize unique and one-of-a-kind materials to contribute to global scholarship.

Action steps: Providing digital access to our unique collections is critical to extending W&M's global reach. Last year we completed a project to digitize all W&M theses and dissertations from 1920 to 2015, and have placed these materials in our institutional repository, making nearly a century of W&M student scholarship readily available online. With leadership from our new digital scholarship librarian, we rebranded, updated and relaunched our repository, now named W&M ScholarWorks. We continue to grow our digital collections, acquiring site licenses to the *New York Times*, *Washington Post*, Early European Books and other resources.

Goal 4: Expand library reach through alumni and community engagement

Academic libraries nationwide have recognized that public engagement and outreach efforts extend and enrich the research environment.

Action steps: To date, we have raised \$17.62 million for the libraries as part of the university's *For the Bold* campaign, reaching 70.4% of our \$25 million campaign goal. Critical to this effort has been fully staffing our development office. We continue to develop opportunities for meaningful engagement with alumni and library donors, including building relationships with a growing cohort of alumni authors, sponsoring regional alumni events, hosting book talks and lectures, launching a coordinated volunteer program and more.

Goal 5: Create safe, beautiful, learning-centered spaces

Now that discovery can happen anywhere, students are relying on libraries to provide places to be productive.

Action steps: We record more than one million visits to our university libraries annually, with gate counts per FYE student larger than any other ASERL university. We continue to be attentive to our spaces and plan for refreshment and/or redesign as needed. This year we used private funds to refresh our facility, expand study space to an outside patio, and repurpose Swem's lobby to serve as a welcome/exhibit space. The coming months will bring a redesign of the Dulin Learning Center, the addition of collaborative work spaces, improved outdoor landscaping and interactive displays for digital exhibits. We continue to seek funding for the ground floor renovation project, which will replace underutilized staff areas with spaces dedicated to student learning and experimental teaching.