Strategic Plan

2018 to 2021

Embry-Riddle Aeronautical University
Hunt Library

Our Vision:

The Hunt Library will be a leading resource for access to and dissemination of information that supports innovation and excellence in education and research at Embry-Riddle Aeronautical University.

Introduction

The ERAU Hunt Library provides information resources and services to students, faculty, and staff at the Daytona Beach and Worldwide Campuses. Through a robust virtual presence and in-person services, the library strives to meet the needs of a varied constituency in a flexible and responsive manner. Our highest priority is to help students succeed in their course work and research activities. We work towards this priority through our collaboration with faculty, other staff departments, and student organizations, and by means of a culture of continuous improvement. Over the last decade the library has innovated and improved our offerings through consecutive strategic plans that guide our work.

In preparation for a new three-year plan, Hunt Library staff gathered information on the external and internal (ERAU) environment during the 2017-2018 academic year. The information-gathering started in August 2017 with a retreat in which all library staff participated. At the retreat, staff explored the four components of the SOAR (Strengths, Opportunities, Aspirations, and Results) planning tool. An alternative to a SWOT analysis, SOAR focuses participants on envisioning an ideal future rather than planning ways to mitigate threats. From the SOAR exercise, a list was compiled for each attribute and was coded for major themes. These themes became the basis of the environmental scanning activity.

An Environmental Scan Team, composed of volunteers from each library department, was formed in September 2017. The team divided into an external group that analyzed trends reports in libraries and higher education, and an internal group that conducted focus group interviews with faculty and staff and administered surveys to students on both campuses. Two additional library staff meetings were held in which the results of the information-gathering were presented, and feedback was solicited. A synthesis of the results of the environmental scan are in the next section.

For questions or comments, please contact:

Anne Marie Casey, PhD
Caseya3@erau.edu

Hunt Library Management Team

Kathleen Citro
Library Director

Suzanne Sprague
Associate Director for Electronic and Technical Services

Melanie West
Associate Director for Access Services

Karen Bronshteyn
Associate Director for Research/Worldwide Library Services

Environmental Scan Team

Anne Marie Casey, Chair
Dean, Scholarly Communication & Library

Penny Cairns
Research Librarian

Clayton Cassella
Research Librarian

James Day
Electronic Services Librarian

Jane Deighan
Special Projects Librarian

Becca Durney
Research Librarian

Scott Harkins
Access Services Technician

Tim Keller
Head of Metadata and Cataloging

Kelly Singh
Head of Collection Management

Collections

New strategies and workflows are needed due to changes in technology and the growing amount of academic content on the open web. Spending on electronic resources is increasing and libraries need to develop more holistic and agile approaches to managing budgetary constraints while ensuring responsive collections. Publishers are increasingly expanding their services into the areas of discoverability, analytics, productivity, and research workflow. Demand-driven acquisition continues to evolve while libraries are collaborating across their institutions to support alternatives to high-cost textbooks through implementing Open Educational Resources (OER) collections and leveraging e-book platforms.

Faculty, academic administration, and students asked for more online resources in disciplines outside of our traditional fields as well as additional leisure reading options. Students also expressed gratitude for the strength of library offerings in the aerospace disciplines and for the ability to get some textbooks from either library reserve or the licensed databases because of the cost savings to them.

Facilities

Libraries are increasingly expected to provide and facilitate active learning spaces where students can create and innovate and collaborate. They are also progressively seen as the anchor points of the local community. Simultaneously, there is a need and a demand for quiet, private spaces in the library, where students can study on their own.

Local students, who frequent the building, indicated they use the library for group and quiet study as well as access to technology. They expressed complaints about noise levels and lack of seating, but also the hope that the new building would alleviate these challenges.

Politics and Policies

Increasing financial pressures on higher education will continue to impact libraries, which tend to be encumbered by legacy practices and culture. Exploring and shifting organizational culture comes up often in the external sources. Suggestions include investigating more team-oriented or matrix organizations, embracing project management principles, engaging in cross-institutional collaboration, and valuing the user experience. Areas of note are finding ways to address the high cost of textbooks, providing technological interfaces that recognize and support accessibility and the user experience, and leveraging analytics to demonstrate learning and the support of student success.

The overwhelming response from staff is that they don't know what the library does beyond providing space and research support for students. Faculty were complimentary of both the library and Scholarly Commons in general. They want students to use the library and they attempt to include library assignments in their courses. They mentioned that more faculty need to be aware of the library to encourage students to start their research there. Limited student response in this category touched on the need for more textbook assistance from the library.

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[1] In each section, the first paragraph reflects information from the literature while the second paragraph includes information gathered from internal focus group interviews and surveys.

Programs and Services

The major trend that most of the sources discuss is the importance to academic libraries of research data management and data curation as well as digital scholarship technologies. Other trends include support of open access publishing and collaboration in student support activities. Newer service trends encompass supporting humanities faculty in their digital work, contributing actively to student success initiatives, and embedding in virtual classes. Promoting the library is also an important consideration.

Some of the suggestions that came up in staff and faculty focus group interviews were for programs and services already in existence, which speaks to the need for better promotion. Faculty and academic leadership were generally positive about the library and Scholarly Commons. They spoke about the importance of the library to the research process and were appreciative of the capabilities of Scholarly Commons, particularly regarding promotion and tenure. A variety of suggestions for new services emerged. Where students use services, they are complimentary, but they do not appear to use them to the degree they do the facilities, technology, and online resources.

Technology

The external literature touches very heavily on technology, discussing trends that are infiltrating the library world increasingly. There is a strong emphasis on virtual and augmented reality in terms of equipment loans and workstations to experiment with these tools, as well as for virtual tours. Location intelligence, the Internet of Things, gamification, and a variety of additional consumer, enabling, learning, and social media technologies can enhance library services. Accessibility and advances in library systems continue to be important. Web-based Library Services Platforms (LSP) are replacing traditional integrated library systems. LSPs are now considered to be the mainstream approach to support resource management and daily library operations through a sophisticated set of interrelated task workflows that incorporate discovery tools and analytics.

Worldwide leadership expressed satisfaction with the progress of Scholarly Commons and appreciation of EAGLESearch. Daytona Beach faculty also mentioned EAGLESearch as an important resource. Staff focus group interview participants spoke about difficulty with the library website, saying that it is not descriptive of what the library does. Technology figured strongly in the responses to both student surveys. Students appreciate the access to computers and printers in the library and want more and better access. Those who use the online resources are happy with the availability and access but also express difficulty navigating the library website. Library staff feedback included an increasing level of concern about the legacy integrated library system that is struggling to support current workflow and university research discovery needs.

User Education

Gamification, as well as augmented and virtual reality also appear in the user education theme. Other trends include digital literacy and employing learning analytics to measure and make improvements in teaching. Competency-based education and engagement with students for sustained periods, such as embedding in online courses, are rising in importance as compared to the traditional one-shot class or orientation session. Fake news presented as fact more and more draws attention to the need for instruction in resource evaluation and information credibility.

User education came up in the focus group interviews and surveys both explicitly and implicitly. Staff and faculty suggested ways the library could increase education so that they and others understand and make better use of library programs and services. Also, many of the answers to questions and suggestions for services that exist point to the fact that increased education is important. Students were generally positive about online training tools and asked for more virtual training opportunities.

Strategic Plan

Vision – *Where we are headed.*

The Hunt Library will be a leading resource for access to and dissemination of information that supports innovation and excellence in education and research at Embry-Riddle Aeronautical University.

Mission – *What we do.*

The Hunt Library fosters the success of the ERAU Daytona Beach and Worldwide campus communities by providing access to information resources and services specific to the curriculum and research activities of students and faculty. Through its unique collections, dedicated staff, and welcoming physical and virtual environments, the library provides a vital resource for student learning, instructional effectiveness, and the support and dissemination of ERAU research.

Strategic Priorities – *Why we do what we do.*

1. Support the academic and social success of our students.
2. Provide access to information resources specific to the curricula of ERAU.
3. Assist faculty in their instructional and research endeavors.
4. Publish and otherwise disseminate the results of ERAU research.

Goals – *How we get there.*

Goal 1: To Provide Services and Programs that Support Student Success and Enhance Student Life

a. Implement initiatives to reduce the per capita expense of textbooks.
b. Investigate ways the library can assist with student retention.
c. Plan and assess physical and virtual events.
d. Increase library marketing, promotional, and outreach activities.

Goal 2: To Promote and Support Instructional Activities

a. Increase instruction options for the Worldwide Campus.
b. Enhance library instruction in face-to-face classes.
c. Develop and promote additional virtual library instruction and tutorials.
d. Offer workshops on topics of interest to students and faculty.

Goal 3: To Collect and Provide Easy Access to Information Resources that Support the Curriculum

    a. Collaborate with faculty to select information resources that support their teaching.
    b. Advocate to administration for funding necessary to add new subject areas to collections.
    c. Collect data to regularly assess that the collections are relevant and accessible.
    d. Investigate alternatives to interlibrary loan for Worldwide users.

Goal 4: To Provide a Virtual Library that Facilitates Discovery and Use of Library Resources and Services

    a. Redesign and continuously review website to improve pathways to information resources.
    b. Explore augmented reality applications to develop virtual tours of the library.
    c. Enhance search capabilities on the library website.
    d. Implement a new library services platform to provide better access to information resources and to improve searching capabilities.

Goal 5: To Offer an Inviting Library Facility

    a. Review policies to ensure the library is meeting the research/study needs of our students.
    b. Establish good communication channels between service points on third and fourth floors.
    c. Develop new methods to solicit user feedback and investigate implementing innovative ideas.
    d. Modify safety protocols for nights and weekends.

Goal 6: To Assist in the Creation and Global Dissemination of ERAU Research

    a. Develop a formal data management protocol.
    b. Increase participation in Scholarly Commons.
    c. Improve thesis and dissertation submission process.
    d. Promote research consultations to better support faculty research.
    e. Develop a process for Scholarly Commons contributors to track their submission progress.
    f. Collaborate with other departments to better support student research activity.
    g. Increase university conference and event hosting on Scholarly Commons.

Goal 7: To Build and Expand Strategic Collaborations within the Campus and in the Community

    a. Investigate new avenues of regular communication with academic leadership.
    b. Improve staff visibility through participation in events, meetings, and volunteer opportunities.
    c. Offer tours and open houses of the library.
    d. Build new relationships with student organizations.
    e. Sponsor workshops/events for other library groups, such as the Florida Library Association.
    f. Provide and encourage professional development to ensure the success of library goals.

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