Nutting Memorial Library Strategic Plan
2016 - 2020

Planning for this strategic plan began in AY2014 with an assessment of recent improvements, continued needs, and desired directions to move forward in support of the mission of the Academy. This strategic plan includes action items and assessment strategies framed in the context of a SWOT analysis.

Strengths

Desire to Continually Improve

- Continue to incorporate new services, collections, spaces, and technology to improve the library.
- Regularly meet as a staff to have trainings on new tools and technologies.
- Maintain regular professional development opportunities and possibilities to connect with colleagues.
- Engage campus wide in strategic ways through service on committees, establishing a consistent presence on campus that helps our staff build a greater awareness of campus climate and culture.
- Maintain a supportive climate and environment that is collaborative, understanding, and builds morale in concert with good humor.
- Evaluate new technologies for utility and applicability for use with our target populations.

Assessment Strategies

- Schedule annual review and restatement of goals.
- Continue to quantitatively and qualitatively assess student attendance, usage patterns, and feedback on a regular basis according to the fall and spring semesters.

Customer Service

- Continue to provide value-added services that help build community, place, and morale, developing positive affect with regard to the library for students, faculty, and staff.
- Proactively anticipate needs of our community members, working to change/add/subtract services as needed.
- Continue to persistently advocate for our patrons and their core needs when engaged in campus-level activities.
- Provide equitable services to our community, including the wider public community, to build advocacy for and engagement with the library and its resources.
- Expand and build upon our documentation to help sustain a high level of consistent customer service among both full and part-time employees.
- Be ambassadors for the library: take opportunities to promote library services outside the library and across campus in areas frequented by our core user populations.

Assessment Strategies

- Continue to quantitatively and qualitatively assess student attendance, usage patterns, and feedback on a regular basis according to the fall and spring semesters.

Comfortable and Engaging Atmosphere

- Build upon our space to continue to develop different kinds of spaces for a diversity of learner needs.
- Embed new and emerging technologies where appropriate to enhance student learning and library services.
- Include the 24-hour student space when considering new space enhancements and optimizations.
- Build and create a deferred maintenance plan for library furnishings, spaces, and technologies, to continue to support, maintain, and build upon existing facilities improvements on a 5-year cycle.
- Consider the diversity of our student population and design programs and services that reach out to a variety of populations across campus.
- Work to develop empathic programs that strive to understand and positively develop students' academic mindset and views.
- Optimize and build upon our small school environment, mobilizing chances to connect with our student, faculty and staff community.

Assessment Strategies

- Annual review of metrics including census counts and gate traffic.
- Implement user survey on library space.

Nutting Memorial Library Strategic Plan
2016 - 2020

Weaknesses

The Facility Has Needs Based on Age and Accesses
- Improve lighting in all public areas of the library to maximize workspaces, visibility, and patron comfort.
- Support field trips in combination with professional development opportunities to seek new ideas for facility improvements.
- Work toward decentralizing facilities purchases and creating with Academy administration a yearly budget for facilities improvements.

Assessment Strategies
- Regularly assess age, wear, and damage throughout facility, documenting needs on a regular basis.
- Continue to quantitatively and qualitatively assess student facility needs, usage patterns, and feedback on a regular basis according to the fall and spring semesters.

Campus Awareness of Resources
- Good reputation on campus for customer service and atmosphere; build upon strategies to engage users with our resources and services, both on and offline.
- Embed more dynamically within our users' workflow (ILL requests, Google Scholar, citation management and other specialized user research services).
- Recognize marketing initiatives and formalize budgetary priorities and oversight of all marketing initiatives.
- Strive to better understand faculty and student needs so that we can better match resources with specific courses/programs/initiatives.

Assessment Strategies
- Continue to quantitatively and qualitatively assess student awareness, usage patterns, and feedback on a regular basis according to the fall and spring semesters.
- Assess each program/marketing initiative for effectiveness and continued utility, with an eye toward discontinuing programs that do not provide impact on student learning or increased awareness/use.

Usability of Library Collection
- Increase awareness of print materials .
- Seek training opportunities, for staff, particularly for electronic resources.
- Seek ways to update catalog interface, usability, renewals, holds.
- Advertise ways to use library account (bookmarks, website).
- Improve staff understanding of Millennium system.
- Explore adding discovery layer.
- Perform weeding and collection maintenance annually.

Assessment Strategies
- Assess print collection annually, usage patterns for materials borrowed, currency of the collection (age).
- Assess usage of electronic resources through vendor reports.
- Use reference and circulation statistics to measure how users access the collection.

Nutting Memorial Library Strategic Plan
2016 - 2020

Opportunities

Creative Freedom
- Find meaningful ways to implement emerging and learning technologies into library services.
- Keep library staff educated about trends in academic libraries as a source for inspiration and direction.
- Move beyond the definition of traditional library and be willing to take risks.

Assessment Strategies
- Track usage of facility and spaces.
- Record participation in professional development.
- Hold focus groups/surveys and review feedback.

Partnerships
- Build on our existing external partnerships, including Lyrasis Network.
- Build our internal collaborations with Campus Relations.
- Utilize Social Media, list-servs, and other virtual networks.
- Increase professional development/networking opportunities.
- Build relationships with regional peer institutions.
- Build relationships other maritime libraries.
- Seek grant opportunities; seek institutional support for those opportunities.
- Pursue IAMSLIC membership.
- Build on our ILL/ Worldcat partnerships.

Assessment Strategies
- Visit other regional libraries and solicit participation of all library staff in partnership building.
- Report on those activities to staff meetings and archive on R drive.
- Maintain regular (annual, at least) communication with other maritime libraries in the US.

Emerging Technologies
- Be leaders in providing access to technology, software, and equipment to introduce and familiarize the MMA community with learning technologies.
- Provide flexible spaces to use technology.
- Demonstrate value /integrate into the curriculum.
- Partner with campus IT to implement emerging technologies.
- Educate campus about learning technologies.
- Seek emerging technologies in relation to improving library/staff duties.
- Improve visibility of technology on campus, with an emphasis on learning spaces.

Assessment Strategies
- Track usage when available.
- Record number of demonstrations, etc.
- Develop feedback forms for specific technologies.
- Gather feedback/suggestions through participation in campus wide technology efforts such as the LTC, training for library staff (including student workers), anecdotal/informal feedback, whiteboard questions, etc.
- Encourage professional development for library staff to stay current, sharing technology trends at staff meetings.

Threats

Rising Costs of Subscriptions
- Adjust budget annually to account for increased costs for print and electronic journals.
- Seek consortia support for increased access and lower costs.
- Strategic collection development: prioritize curriculum-related material.
- Increase online access in balance print subscriptions and avoid duplications when possible.
- Library Director will advocate for increasing budget priorities as needed.

Assessment Strategies
- Review all subscriptions before annual renew; keep spreadsheet to review cost increases over time.
- Meet with department chairs to assess faculty use of/interest in specific titles.

Industry Publications
- Nutting Library faces the challenge of needing industry-specific publications which are often designed for single-user access (electronic) with pricing structures designed for large companies. We do not have a way to provide access to important literature and resources related to the maritime industry.
- Seek collaboration with peer maritime institutions; seek partnership with departments to defray some costs.

Assessment Strategies
- Review annual subscriptions, spreadsheet to review cost increases over time.
- Reach out to all maritime libraries to begin discussion.
- Meet annually with faculty & department chairs to discuss their usage and resources needs.

Technology Learning Curve
- We are inundated with technology, which changes at a fast pace. We have to be judicious about what we choose, yet we have to be timely about choices.
- We must recognize that there is a generation gap/disparity between student and faculty technological expectations, support, and usability.
- Produce monthly display/demonstrations on technology to increase interest and awareness.

Assessment Strategies
- Holding a technology petting zoo in AY2016.
- Work with LTC to gauge faculty needs for learning technologies.
- Incorporate tech minute into every staff meeting.
- Attend tech-related sessions at professional meetings/conferences.