The University Libraries offer this strategic plan as a map of our commitment to service, as a means of being effective in all areas of our work, as a promise to continually improve quality, and as an affirmation of our belief in the mission of the university. The University Libraries are grateful to the university administration for its support and encouragement as we seek to maintain and improve our service to the university community.

Goals: The Loyola University Libraries will pursue three overarching goals in the upcoming three years:

1. The University Libraries will increase comprehensive and convenient access to local and worldwide scholarly information for the Loyola community.
2. The University Libraries will provide the Loyola community with an outstanding user experience.
3. The University Libraries will enhance the content and quality of its instructional and cultural programming.

These goals reflect our enduring mission to "facilitate the pursuit of knowledge and creativity through user-focused services and collections in an inviting, collaborative, and innovative learning environment." The libraries' [Mission, Vision, and Core Values](#) are the foundations of our strategic plan. Though the mission, vision, and values remain the same, the tools and resources we use to meet our goals change continuously.

University Alignment: As the libraries' plan is set in place, the university is preparing a new strategic plan. During the January 2014 State of the University Report, Fr. Garanzini noted these bases of the next LUC strategic plan:

- Social justice as a unifying direction
- Transformational education (Premier undergraduate experience, Ignatian pedagogy, engaged learning, service learning, experiential learning)
- Sustainability (university practices and research programs)
- International program growth
- Health sciences program growth

Loyola has a long standing commitment to social justice, which has traditionally been represented in the libraries by values such as patron service, stewardship of the collections, free and equal access to information, lifelong learning, and information literacy. These values are reiterated in our Strategic Plan by a commitment to the open access model of scholarly communication.

The libraries support transformational education through research assistance and instruction services as well as collections which offer all viewpoints on issues important to learning. Though not part of the library plan *per se*, an active library sustainability committee leads our adoption of sustainable practices. Finally, we continually develop library collections to support the university's international and health sciences programs.

In our ongoing work and the work proposed in this plan, strategic library services will align with the university's goals, and be flexible enough to respond as the university's strategic initiatives emerge.

Background/External Issues and Influences: Sources such as the [Report of the Positioning Loyola for the Future Task Force](), the Association for Academic and Research Libraries [Environmental Scan 2013,]() and others propose dozens of important external issues and influences affecting higher education overall or academic libraries in particular. These include an evolving understanding of student learning, social trends and library user preferences, rapid pace of change in technologies, changing patterns of scholarly communication, and changing expectations of the breadth and depth of research available. Loyola library planners reviewed these to determine which will be most germane during the period of the plan:

- Students need information literacy and critical thinking skills for success at Loyola and as a foundation of lifelong learning.
- Libraries create partnerships with faculty to develop library instruction programs that are well aligned with faculty goals for students.
- Users value convenience. Convenience affects each step of information seeking, including selection, accessibility, and use of sources.
- New scholarly communication and publishing models are evolving quickly, with open access opportunities for authors and readers.
- Students and library users need physical and virtual space for contemplation and research.
- Physical collections are complemented by growing hybrid collections in which a variety of formats and means of access will engage more users and require new collection management considerations.

Knowledge in your grasp.

1. **The University Libraries will increase comprehensive and convenient access to local and worldwide scholarly information for the Loyola community.**
   The libraries will open new paths for discovery and delivery of scholarly material in all formats and from many sources, including our own print and online collections of published scholarship, unique special collections and archives, and scholarly collections available through library cooperatives, open repositories, and other external collections.

   ### Strategies for Goal 1:
   ➢ Improve ease of discovery and access to all Loyola collections in all formats by providing a robust and flexible information infrastructure.
     o Select and implement the best available library search and access tools as part of a new integrated library system for effective research and internal efficiency.
     o Accelerate initiatives to increase and preserve digitized collections.
     o Increase exposure of hidden collections and formats in library search tools.
   ➢ Increase collection depth in key subjects and establish collections to support new academic programs through major acquisitions and incremental strategic enhancements.
     o Refine collections based on collection and analysis of available institutional data.
     o Provide collections and services to support the engineering science program.
     o Provide collections and services to support the Arrupe College initiative.
     o Expand access to data collections and data visualization tools.
   ➢ Take the lead within the Loyola community in increasing awareness of the opportunities and issues presented by open access publishing, authors' rights and copyright, and other emerging scholarly publishing trends or issues.
     o Raise awareness and understanding of current issues in scholarly communication and open access publishing.
     o Develop and deliver e-book creation workshops for authors.
   ➢ Preserve and promote scholarship created at Loyola through the Loyola eCommons.
     o Support Loyola authors with improved workflows and expanded collection scope of the eCommons.
     o Partner with the Office of Research Services to provide data management support for researchers.

   ### Key indicators
     o Increase the breadth and depth of collections to which the Loyola community has access
     o Increase use of specific collections and collections overall
     o Increase satisfaction with collections
     o Increase awareness of scholarly publishing trends
     o Increase participation in the Loyola eCommons

Knowledge in your grasp.

2. **The University Libraries will provide the Loyola community with an outstanding user experience.**

   The libraries will support research, study, teaching, and learning with a welcoming and comfortable environment, practical and innovative tools and technology, improved services informed by assessment and user preference, and a user-centered and skilled staff.

   Strategies for Goal 2:
   - Evaluate and update physical facilities to accommodate diverse uses and study styles and respond to emerging needs. The libraries will reassess the best use of space to improve convenience and to increase study space.
     o Create additional user space in Cudahy and Lewis Libraries for quiet study and flexible use.
     o Enhance the Information Commons with up to date technology; flexible, multi-use furniture; and innovative programming.
     o Reconfigure and refresh the Lewis Library to suit emerging needs.
     o Improve the physical spaces of the Archives & Special Collections department to make them more welcoming and useable by researchers and staff.
   - Provide enhanced person-to-person library services.
     o Extend services beyond the walls of the libraries to meet our users where they work, including classroom buildings, student centers, and academic departments.
     o Redesign reference services to improve support for study, research, and learning.
     o Select and implement a system to improve request and fulfillment processes for researchers in special collections and archives.
   - Provide self-service options that are intuitive and offer convenient access to information resources.
     o Make AV materials more accessible to patrons.
     o Create and promote online tutorials, instructional videos, workshops, other content to support learning.

   Key indicators
     o Increase in-person library visits
     o Increase satisfaction with the libraries' physical facilities
     o Increase use of online research tools
     o Decrease frustration with finding items and locations in the libraries
     o Decrease time and effort required to obtain desired publications or information

Knowledge in your grasp.

3. **The University Libraries will enhance the content and quality of its instructional and cultural programming.**

Loyola's commitment to transformative education will be enacted through library partnerships with faculty and academic departments to deliver library instruction that helps reach educational goals. The libraries will foster student skills for success in their academic work, lifelong learning, and informed participation in society. Comprehensive and diverse outreach programs will engage the Loyola community and Loyola's friends and neighbors.

Strategies for Goal 3:

➢ Collaborate with campus partners to define and deliver programs to support faculty development.
  - o Provide convenient faculty access to online instruction content for inclusion in course sites.
  - o Provide orientation for part-time or adjunct faculty and graduate assistants.
➢ Create outreach and instruction programs tailored to specific user populations.
  - o Provide targeted support for University student services programs and international programs.
  - o Promote and facilitate archival and primary source research through archives outreach programs.
  - o Refine and define library instruction and outreach programs based on systematic and robust assessment.
  - o Create internship/projects for Department of Computer Science graduate or undergraduate students.
  - o Establish a library ambassador student volunteer program.
➢ Collaborate with campus and community partners and the Friends of the libraries to offer public programs to engage, educate, and inform the broader Loyola community.
  - o Co-sponsor public programs annually with campus departments or community cultural organizations.
  - o Build and promote a collection of video recordings of the libraries' outreach programs and speaker events.
  - o Offer open synchronous and asynchronous online programs to highlight collections and services to Loyola parents, friends, and other members of our extended community.

Key indicators
  - o Increase rate of library interaction with Loyola students
  - o Increase rate of instruction transactions per student
  - o Increase rate of use of online instruction tools
  - o Increase program attendance/rate of attendance at library programs
  - o Increase assessment of library programs to demonstrate effectiveness and inform program improvements.

5.

Knowledge in your grasp.