

# Library & IT Strategic Plan

## July 1, 2022 - June 30, 2024

### Mission

Library & Information Technology provides leadership, resources, and expertise that empower Bucknell students, faculty and staff to engage in intellectual exploration, to create and share knowledge, and to implement solutions that further the University's mission.

### Vision

To be a leader in higher education by driving innovation and exploration for our students, faculty, and staff.

### Values

Library & Information Technology takes pride in our accomplishments and our important role at Bucknell. We are committed to professionalism, excellence, and service through:

- Innovation and Creativity  
We use collective experiences, expertise, passion, and original thought to be prudently bold in advancing the University's mission.
- Collaboration  
We value the exchange of ideas to accomplish common goals. Effective collaboration happens when we seek multiple perspectives.
- Diversity and Inclusion  
We respect and support diversity in all of its forms, including identity, skill sets, backgrounds, and experience. We strive to be inclusive by understanding and meeting the evolving needs of our diverse community.
- Integrity  
We adhere to the highest ethical principles in our personal and professional interactions, even when it is difficult to do so.
- Trust and Trustworthiness  
We earn the confidence of others and build a reputation for honesty and reliability by consistently following through on our commitments and being accountable for our actions.
- Communication and Transparency  
We foster an environment where we can share information and feedback openly and honestly, as it is vital to our collective success.

## Focus Areas & Initiatives

### Academic and Scholarly Innovations

L&IT offers expertise and services to support the evolving needs of our academic community. We excel in offering access to information and instruction in the use of scholarly & pedagogic tools while championing participation in the Open Access movement.

- Explore innovations in teaching, pedagogy, and research to support and sustain Bucknell's strategic plan and educational goals.
  - Strengthen and scaffold instruction work with all three colleges to address changing curricular and developmental needs for information, data, visual, and digital competencies.
  - Work with other campus stakeholders to develop a collaborative structure to support digital innovation in classroom and co-curricular pedagogy (grants, pilots, assessment)
  - Evaluate Moodle implementation and the current Learning Management System environment to ensure best use of resources.
- Examine the current digital scholarship program and lay the foundation for future digital scholarship efforts in consultation with faculty and national experts.
  - Ensure that staffing, physical spaces, and expertise are allocated in ways that support the collaborative, iterative nature of the DS program. Communicate roles and responsibilities in a transparent fashion.
  - Develop roles and processes for all aspects of project lifecycles, including onboarding, documentation, and sunseting of projects for faculty, staff and students.
  - Update Digital Scholarship research support programs to appropriately and equitably meet the needs of faculty and students while advancing University goals.
- Develop enhanced and seamless means of discovery of and access to collections in all formats to drive engagement, promote innovation in scholarly communications, and bring greater value to scholars.
  - Establish a digital preservation program focused on the long-term preservation of born-digital and digitized university archives collections.
  - Assure scholarly access to our collections by reviewing staffing and responsibilities for metadata, electronic resources, cataloging, and related activities to ensure efficient and effective use of collection discovery access tools and platforms.
  - Revise collection development policies through a DEI lens and implement collection and access policies that foreground a commitment to diversifying our collections and service portfolios.
- Create a plan, including outreach for Open Access models that promotes awareness of, encourages participation in, and builds upon Bucknell's Open Access policy.
  - Provide OA programs for faculty and other campus stakeholders, with topics including options for negotiating publisher contracts for open access. Continue to build on efforts to learn about and promote open textbooks/alternative course materials as appropriate, linking use of open resources to our DEI initiatives
  - Collaborate across campus in order to leverage and build relationships with partners (OSP, Communications, URC, Bookstore, TLC, others) and develop emerging models of open scholarship, open pedagogy and applications of the scholarship of teaching and learning.
  - Identify potential other uses and emerging best practices for digital repositories.

## Digital Transformation (DX)

Leveraging coordinated culture, workforce, and technology shifts to achieve lasting transformations that fundamentally change how Bucknell operates.

- Leverage the investments in technology solutions to ensure that the campus community has the tools and resources for their teaching, learning, scholarship, student success, and administrative functions.
  - Create awareness of transformative technology options that allow campus to work and learn anywhere from any device.
  - Reimagine our work spaces along with our mode of work.
  - Develop opportunities and partnerships to introduce faculty and students to new and emerging technologies.
  - In collaboration with campus partners, re-imagine the way we communicate with students to meet them where they are, including Message Center, Daily Digest emails and myBucknell.
- Leverage an innovative data architecture in combination with emerging technologies (Machine Learning, Artificial Intelligence, etc.) to both inform institutional decision-makers, improve business processes, and advance the university's strategic plan.
  - Support student success through the application of data, technology, and systems where they add value.
  - Support the capital campaign through the use of innovative data modeling.
- Create a culture of data-informed decision-making to enhance user experiences for our diverse constituencies.
  - Create educational programs on data privacy and ensure we are putting data privacy at the center of all our data informed decision making.
  - Engage with the campus community and involve stakeholders on a more formal Data Governance program.
  - Create a formal staff-focused data fluency program which will seek to empower our employees to use data confidently and to apply it to their decision-making processes.

## Operational Excellence & Sustainability

We are committed to identifying, analyzing and improving our existing relationships, services and processes to create greater efficiencies, inclusiveness and sustainability, leading to improved service to students, faculty and staff.

- Continue to expand the use of cloud technologies, and enhance the strength of the on-premise infrastructure; offering the institution increased flexibility, reliability, and redundancy, as well as strengthening the university's financial and environmental sustainability.
  - Increase/improve our use of virtualization technologies to improve student and faculty/staff access.
  - Evaluate the "brick and mortar" computer labs across campus with the goal of reducing our overall footprint by focusing on virtualized environments.
  - Leverage cloud technologies to continuously review, update, and improve high availability and disaster recovery plans for production systems. Ensure plan documentation is accurate and easily accessible in the event of a disaster.
  - Provide virtual technology offerings to students in need.
- Commit to developing a diverse and inclusive culture which is evident throughout our services and in our interactions with the Bucknell community.
  - Support faculty and staff in making course and University content accessible (including, but not limited to documents, videos, sound recordings).
  - Collect and use feedback from students, faculty, and staff to further develop diverse and welcoming Library and IT spaces and resources.

- Support DEI initiatives by ensuring our current and future technology tools meet accessibility guidelines so they can be fully utilized by our campus community.
- Actively commit to best practices in inclusive excellence for hiring and evaluating talent in L&IT; explore all the benefits and possibilities of our membership in ACRL Diversity Alliance and related professional organizations.
- Actively maintain our commitment to financial sustainability, vendor and asset management, contractual and licensing compliance.
  - Create and commit to a continual review process cycle to evaluate our contracts for software, databases, services and collections, focusing and prioritizing requests
  - Evaluate our current vendor and asset management tools and develop a plan to achieve vendor risk management, hardware asset management and software management.
- Champion efforts to promote and foster both efficient and sustainable processes through project, program, and change management practices.
  - Expand the work of the Change Advisory Board (CAB) to incorporate a functional area perspective, develop and advise on best practices for incorporating change management activities and expand its current processes.
  - Develop a culture of acceptance and trust and allow us to let go of practices, policies and procedures that no longer serve our campus in order to make space and capacity for values-driven strategic priorities.
- Continue to build upon the work of the Collection Development Sustainability task force to sustain access to scholarly materials and eventually expand access through this critical approach to resource management.
  - Re-examine our use of the Library Management System as Discovery Layer and optimize access and settings for our populations.
  - Focus on best practices for interlibrary borrowing and lending, improving processes and turnaround time. Examine smart fulfillment technology, partnerships and lending agreements (including PALCI's EZBorrow, lending string optimization, and our automated "trusted lenders")
  - Systemically review large journal packages ("big deals") in order to critically appraise their value for money and best utilize finite collections resources.
- Continue to develop and maintain strong partnerships and relationships with the Bucknell community.
  - Advance our current partnership program to incorporate best practices on fostering partnerships and collaboration. Provide opportunities for our staff to continue to develop as successful partners.
  - Develop a strategic communication plan that allows us to provide relevant, accurate, and consistent information to our community.
  - Increase the visibility of Library & IT staff and impact on campus through improved communications, increased physical and virtual events/practices, and robust programming (with a special focus on open access, digital scholarship, and data literacy/security).
- Explore how service areas, physical collections & study/work spaces intersect in order to enhance the overall Bertrand Library experience for our community.
  - Develop a process for updating and maintaining physical and collections to best support curricula and the research interests of the campus community.
  - Develop a library building master plan that addresses on-going space needs (including an annual plan for furniture replacement by floor).
  - Develop a plan for soliciting feedback from students and other campus constituents regarding library users' experiences as well as constituent needs that are not being met through our current resources and services.
  - Ensure that the library fully represents a diverse, sustainable and inclusive campus community.

## **Information Security & Privacy**

The information security program at Bucknell exists to help campus constituents understand and manage complex technology risks. L&IT believes it is of utmost importance to protect data from unauthorized loss, disclosure, or alteration, and to ensure that systems are available when needed.

- Expand security and system risk mitigation through awareness, training, and access management.
  - Identify points of collaboration for security education as part of digital literacy/digital competencies in existing student and employee programming
  - Develop scaffolded programming and education for community awareness.
- Continue to actively ensure that we are equipped and prepared to identify and mitigate potential security breaches and vulnerabilities.
  - Further enhance our vulnerability scan process and cadence
  - Identify gaps in our logging, monitoring, and alerting processes, then prioritize accordingly to ultimately remediate vulnerabilities
  - Identify and implement additional threat intelligence feeds.
- Create a framework, including policies, to meet regulatory requirements.