

DiMenna-Nyselius Library Annual Report

July 2023 through June 2024

Executive Summary

The Library began its third year of the implementation of our Strategic Plan, 2022-2026, with all staff engaged in multiple working groups and continuing to meet goals, while also setting new priorities for FY25. Plan progress was communicated at staff meetings, and to key stakeholders including the Provost, the Faculty Library Committee, the Student Library Advisory Board, and through presentations by the Dean of the Library to various groups, including Fairfield University alumni and the Council of Connecticut Academic Library Directors.

This past year there were a number of vacant positions across the two Library units; both Technical Services and Public Services successfully managed to continue operations and made significant progress on the Library strategic plan priorities while also running successful searches for full-time roles. This resulted in the hiring and onboarding of Vic Johnson, Jennifer Mottolose, Catherine Findorak, Brendan Aucoin, Tiara Arnold, and Lauren Busser. Happily, both Tiara Arnold and Jennifer Mottolose are longstanding part-time employees at the Library so it is a privilege now to have them as part of our full-time staff.

The Library brought Study Skills under its portfolio, following the reorganization of the Office of Academic Support and Retention. To support our students in their academic success, librarians have created online tutorials on such topics as time management and note-taking. Students now have the option to meet with a librarian on study skills, in addition to the research appointments we have continuously provided. In-person and online workshops were delivered to all levels of students on topics such as avoiding procrastination, time management, note-taking, and successful group work.

The Library established support for the first cohort of students at the Bellarmine campus in fiscal year 2024. We were fortunate to gain the new position of Research & Learning Librarian at Fairfield Bellarmine and welcomed Ivelisse Maldonado in July 2023. What followed was a fruitful year of building out the Library's role in the academic support system there, including organizing a robust series of programming, connecting the Bellarmine campus to electronic and physical library resources, and collecting library statistics to inform data-driven decisions at this location going forward. Library services also expanded to encompass study skills services this year. As we strove to proactively meet the needs of our students, the Library became an integral part in this area of students' academic experiences.

The Library also continued to ensure that our collections support University students, faculty, and staff in their learning, teaching, research, and personal exploration. This includes the addition of the Alumni Collection, the revamping of the Curriculum Collection, and the creation of a new Collection Development policy. Another notable achievement was the complete migration of our historical collections to our institutional repository, DigitalCommons@Fairfield – a massive project which made these resources more accessible and helped to preserve the history of the University.

Purpose: Articulate a clear purpose to guide the strategic direction of the Library

The Library's Strategic Plan aligns with the University's mission and strategic priorities as the University grows in national prominence, organizational maturity, and reach. Priorities for FY25 (Appendix) were determined by Strategic Plan Goal leaders and Library Leadership. Goal leaders convened their groups, utilized Microsoft Teams to communicate and track progress, and met with the implementation team to discuss progress on goals and initiatives, with updates given at all-staff meetings.

To establish Fairfield Bellarmine's location as a home away from home for students, North Benson and the Bellarmine campus worked closely together this year to ensure Bellarmine students had the necessary resources and opportunities available to them, with a Bellarmine student also serving on our Student Library Advisory Board to represent their campus peers. We worked on programming to establish relationships and support such as "Treats with Ivelisse" and Café con Libros. The Bellarmine Librarian planned a literacy program, funded by a



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REFORMA (the National Association to Promote Library & Information Services to Latinos and the Spanish Speaking) Noche de Cuentos grant, bringing an alumni author to lead a workshop at the Bellarmine campus. An online guide was created to provide further academic support to Bellarmine students. Technical Services also provided IP ranges to our vendors and developed workflows to seamlessly deliver physical and electronic materials from North Benson to Bellarmine.

The Academic Commons Partnership Committee (ACPC), led by Curtis Ferree, Associate Dean for Public Services, welcomed the Science Center, a new partner this year. We have developed plans to assist them in September with an orientation for science students that will, in part, focus on skills they need to be successful in their STEM classes. Librarians spoke on behalf of the Library and the Academic Commons at prospective student events and orientations for new first-year students, graduate students, and international students. Academic Commons partners also collaborated to provide tutoring, research, and wellness support at events like Cram Jam that are held during finals week. The University Wellness committee provided funding and staffed some of our de-stress events and prizes for our reading challenges. This was a successful partnership that has been strengthened since it began last year.

The Library accomplished our goal of fostering intellectual conversation and ideation many times over this year. As part of Banned Books Week programming, we co-hosted a panel discussion with the Politics department focused on censorship. *Let's Talk Politics: Book Banning & Censorship in America* was a moderated dialogue featuring faculty from the College of Arts & Sciences, and Dolan School of Business, as well as a librarian. The Library partnered with the Office of Student Diversity & Multicultural Affairs (SDMA) for a banned books event, and also co-organized the second annual *Stags Share Stories: Conversations That Connect Us* event. This event, in which "storytellers" share their personal experiences and perspectives, transcends boundaries of a typical event, providing an opportunity to actively participate in the diverse narratives of our community.

To support Fairfield University's expanding national prominence, it is crucial that the University Archives have adequate space and staffing. In FY24, the Library worked with Facilities Management to develop architectural plans designed to enhance the space allocated to the Archives. These plans focus on creating improved areas for archives processing and workflow, consolidating collections into a single, cohesive area with room for growth, and providing better spaces for student engagement.

To showcase, share, and preserve graduate scholarship, John Novak, Associate Dean for Technical Services, met with the Vice Provost for Graduate, Professional, and Continuing Studies, key faculty, and the associate deans from the School of Education & Human Development, and the Dolan School of Business to discuss inclusion of Electronic Theses and Dissertations (ETDs) into DigitalCommons@Fairfield. In spring 2024 two dissertations were produced in the School of Education and Human Development that will be available in DigitalCommons@Fairfield in Fall 2024.

Future Goals

- Define the concept of "Library as Idea" and develop talking points that clarify the Library's role as an incubator for intellectual pursuits and collaborative knowledge creation.
- Provide a variety of programming that will create opportunities for intellectual conversation and ideation.
- Continue working with Facilities to develop and implement plans on a future University Archives space.
- Continue to support Bellarmine Cohort 1 and welcome our 2nd Cohort in the Fall of 2024 with creative programming, collaboration, and academic support.
- Engage in a holistic redesign of the library website in consideration of best practices, accessibility, and user experience.
- Hire a Scholarly Communication Librarian to increase use of DigitalCommons@Fairfield and expand the dissertation and theses collection.
- Develop holistic and sustainable collection development strategies for the circulating collection with an eye towards evolving University priorities and Library best practices.



- Create, update, and publish collection development and management policies for University Archives.

Manage academic portfolio consistent with University and unit-level strategic priorities

In our efforts to maintain the Library as the intellectual heart of the University we hosted and/ or participated in 177 events in FY24 – an astounding 250% increase from last year’s number. A significant number of these were related to study skills workshops for students, a new service we instituted this year. We also held events geared toward faculty, staff, and students, including orientations and tours, therapy dog events, final exams support, and many more. Several of our recurring annual events had record breaking attendance, such as the Academic Commons Trick or Treat in which we connected with more than 450 students in a few hours. Library events also took place in person and online at our Austin and Bellarmine campuses, with 16 events at Austin and 18 events at Bellarmine. In addition, we hosted our first *Updates & Dialogue with the Dean* webinar in coordination with the Office of Alumni Relations. All of these events provided opportunities for our community to develop their curiosity, creativity, and reasoning, and to explore new viewpoints.

We explored ways to expand our support for hybrid and fully online academic programs. Librarians now meet with students in the Executive Doctorate of Business Administration program twice in their first year. We also present every year at the summer residency for the Doctorate of Education in Educational Leadership program. Engagement with the Austin campus was reimagined; now a librarian visits once a year for three full days of workshops on information literacy and study skills. This ensures that the librarian is able to provide point of need support for both the January and June cohorts.

We continued to ensure that our collections support and advance University students, faculty, and staff in their learning, teaching, research, and personal exploration. The Collection Development and Management (CDMC) committee reviewed a completed draft of the new Collection Development policy document and provided feedback. The draft is currently being revised, and will be published on the library’s website to help guide and communicate collection development activities. We also reorganized the Library’s Curriculum Collection for more intuitive browsing.

Our digital historical collections were successfully migrated from CONTENTdm to [DigitalCommons@Fairfield](https://digitalcommons.fairfield.edu/). This migration not only enhanced the accessibility of these valuable resources but also ensured their long-term preservation on a more stable platform.

The Library is expanding our staff’s knowledge and communication regarding Artificial Intelligence (AI) as it relates to research. Our Teaching & Learning Coordinator visited a business analytics capstone course twice in the spring semester to help students learn to use ChatGPT to improve their cover letters and resumes, and to prepare for interviews. Students were introduced to processes such as prompt engineering to create better outputs from ChatGPT, and then worked independently with guidance from research librarians to work on their resumes and cover letters. Additionally, this year librarians also gave presentations to faculty, staff, and graduate students about AI in academic research.

Library staff continued their efforts to become campus leaders in information literacy and contribute to the University’s teaching, learning, and research. [The Faculty Partnership Program \(FPP\)](#) continued to integrate information literacy into the Magis Core Curriculum through increasing Library interactions with students via instruction, course guides, interactive tutorials, and more.

Future Goals

- Integrate discussions of AI into ENGL 1001 library instruction sessions as well as the academic integrity tutorial.
- Expand support for hybrid and fully online programs in the School of Engineering & Computing, and The School of Education and Human Development.



- Coordinate and execute educational and community-building DEI&B programming for students, faculty, and staff.
- Support the migration of SelectedWorks to Pure4EGS, the faculty profile system associated with DigitalCommons@Fairfield.
- Collaborate with the Scholarly Communication Librarian to expand and develop research and publishing support for faculty.
- Develop a plan for preserving the University's web presence and born digital content.
- Integrate the University Archives into teaching and learning.
- Create a strategy that distributes learning outcomes from the [Association of College and Research Libraries \(ACRL\) Framework for Information Literacy for Higher Education](#) across curricula.
- Expand Faculty Partnership Program librarians' capacity to teach various student populations in multiple modalities and geographies by creating a suite of accessible and adaptable teaching and learning materials.

Resource Allocation: Allocate resources to achieve strategic goals

In October 2023, the Library submitted a three-year budget proposal aligned with the Library's strategic priorities. This proposal advocated for increased funding for various library initiatives, positions, and collections, emphasizing the need for enhanced support to achieve the library's long-term goals.

The Library has made several improvements to make it easier for staff to order and for users to find and access our content. We removed over 400 unused vendor records, streamlining and simplifying our acquisitions process. We also developed integrations between Alma (our library management system) and Gobi (our book supplier) using APIs (Application Programming Interfaces), reducing the time between ordering a book and having the record appear in our catalog from days to minutes. For our users, this means that e-books ordered through our vendor can be available for download by faculty, staff, and students in as little as 30 minutes!

Evaluation of resources based on the evolving needs of the University has been ongoing in the CDMC. A project to rightsize the physical book collections began this year in order to alleviate crowded shelving and optimize space for titles that meet our current curricular needs.

Significant collections were added to the Library's resources this year. The [Alumni Authors Collection](#) was launched this spring on the main level, showcasing scholarly and creative works from alumni. We added several digital archives of notable popular periodicals to our collection, and also acquired three new databases including *Scopus*, *Yorescape*, and *PubChem*.

The Head of Library Outreach & Communications worked with the Office of Human Resources to secure Aetna funds for several Library programs, deemed as "wellness" initiatives, such as the Summer and Winter Reading Challenges and two team-building events for staff and faculty. These funds also made it possible to add an additional therapy dog event, a wellness initiative that resonates with students and which they have advocated to have more frequently.

Following a request from the Deans, we initiated a trial and subscription to *Scopus*, an important resource for faculty to track the impact of their scholarship via citation analysis, identify top journals in their field, and allow us to do broad searches about the impact of Fairfield-produced scholarship.

Gift funds are continually utilized to cover the costs of maintaining collections (e.g., books, databases) that support and advance the academic needs of our students and faculty. In addition, gift funds were utilized this year to cover the costs of digitizing important University publications such as our yearbooks, student newspapers, and campus newspapers. This project made possible by a generous donor has enabled us to preserve and share these important University publications.



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To expand the development capacity of the Library, the Library hosted a donor relationship-building event via Zoom with an alumni audience in February 2024. The event was a success, with positive engagement and feedback from the attendees. A Library working group for donor relations and funding also created specific talking points and curated relevant readings to develop a strategic framework for development going forward.

Future Goals

- Refine the physical collection to prepare for future shifts and improve findability and browsability for users.
- Collaborate with Academic Computing to ensure that the Library presence in Blackboard takes advantage of relevant new features in Ultra upgrade.
- Improve Alma efficiencies and investigate using Alma for ITS inventory management.
- Grow digital archives and continue the digitization of archival material for inclusion into DigitalCommons@Fairfield.edu.
- Implement strategies to secure donations thereby expanding the development capacity of the Library.
- Administer cost and time-saving strategies by aligning workflows and acquisitions models and initiating cost-saving purchasing and licensing models.
- Maintain and update our collection resources to support curricular and research needs.

Personnel: Engage staff talent to achieve strategic goals

The Library hired and onboarded seven full-time staff members in fiscal year 2024. Research Services welcomed Tiara Arnold, Research Services Coordinator; Vic Johnson, Assessment Librarian; Jennifer Mottolese, Research and Outreach Librarian; and the Research and Learning Librarian for Fairfield Bellarmine, Ivelisse Maldonado. The librarian for Fairfield Bellarmine is a new position, intended to support the University's Bellarmine campus. The Research Services Coordinator position was developed as part of a reorganization intended to strengthen the Library's ability to provide research support to students and faculty across modalities and locations. Technical Services additionally hired and onboarded Brendan Aucoin, Head of Systems; Catherine Findorak, Collections Strategies Librarian; and Lauren Busser, Library Web and Technology Lead. 3 part-time staff members were also hired this year: Katherine Bonamo, Part-Time Librarian/Archivist; Raye Yankauskas, Part-Time Archives Processing and Metadata Specialist; and Jaclyn Francis, Part-Time Research Librarian.

The Hiring and Onboarding working group conducted a review of best practices, and we have updated our documentation and procedures accordingly. We administered a survey to new hires about their onboarding experience, and made changes to our process based on survey feedback. Our organizational culture benefitted from a mentoring program to help onboard new library hires and provide guidance on professional development and campus culture.

Each library staff member is engaged with at least one Strategic Plan goal, with the majority of staff on five or more goals. Our staff also participated in many committees both in the Library, on campus, and within the town of Fairfield (One Book One Town). A number of staff gave their time to on-campus events and programs such as *Cura Personalis*, serving as a student club advisor, and the Company Scholars Program. In addition, staff members participated in groups on campus such as the Campus Sustainability Committee, the MLK Convocation Committee, the Neurodivergent Faculty/Staff Affinity Group, and the Indigeneity Initiative Committee.

Library staff were regional and national leaders in their professional areas this year. Ann Victor, Acquisitions & Cataloging Strategies Librarian, became co-chair for the Connecticut Library Association, Technical Services Section. She also facilitated a roundtable discussion on advocacy and outreach in Technical Services at the national American Library Association Annual Conference. Our Access Services Supervisor, Kelsey Fuller-Shafer presented: "*Meet Them Where They Are: Adapting Teaching Technologies for Training and Retaining Student Library Staff*" at the national Access Services in Libraries Conference. Fuller-Shafer's book *Norse Mythology: The*



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Gods, Goddesses, and Heroes Handbook: From Vikings to Valkyries, an Epic Who's Who in Old Norse Mythology was published by Adams Media, an imprint of Simon & Schuster. Christina McGowan, Dean of the Library, was the Chair of the Council of Connecticut Academic Library Directors, and was on the planning committee of the AJCU Library Deans and Directors conference.

The Library DEI&B Committee engaged the talent of its members and other staff by consistently disseminating opportunities for professional development in DEI&B-related subjects and curating an extensive curated Zotero library of professional literature regarding DEI&B topics. The committee also advocates for funding for staff to complete professional development opportunities.

Future Goals

- Offer staff training on topics of neurodivergence, trauma-informed librarianship, disability, and other intersectional topics.
- Hire a Scholarly Communication Librarian in FY25.
- Prioritize staff engagement with Library, campus, and community events.
- Administer the second biennial staff satisfaction survey to continue cultivating a positive, healthy, and high-performance work environment.
- Empower staff to further develop skill sets by gathering and sharing professional development opportunities.
- Increase Faculty partnership librarians' knowledge about the disciplines they support.
- Update the internal Library Wiki with documentation of workflows, procedures, and best practices for technical services sections and share these resources with Library staff.

Student Success: Influence student enrollment & success to maximize University potential

With the reorganization of the Office of Academic Support and Retention, the Library initiated taking over the responsibility of teaching Study Skills as part of our continued contribution to student success. We created online tutorials with in-depth descriptions and guidance as well as added "study skills" as a topic for appointments with Librarians. We provided in-person workshops for traditional undergraduates at the North Benson campus, the Bellarmine campus, and provided online evening workshops to reach graduate students and working professionals.

The Library has expanded and strengthened our support of graduate students in FY24. We held several workshops online, geared towards graduate students. These included study skills workshops and a presentation on AI in academic research. We also engaged in extensive outreach with the Dolan DBA program, resulting in the creation of specialized course guides that streamline all the course materials throughout the program for students. We also held two virtual instruction sessions with these students, focusing on introducing them to doctoral-level research, and research and AI.

In support of teaching and learning, and student success and retention, the Library provides access to nearly 1,500,000 e-resources and over 300,000 print sources in our collection. This year we also provided 2,209 resources to students, faculty and staff through our interlibrary loan service. Librarians brought research support to students in 206 in-person and virtual classroom instruction sessions, and our online research instruction resources saw over 80,000 user views. This includes 7,091 views of in-house research tutorials, 24,821 views of bespoke research guides for individual courses, and 50,770 citation guide views. Research librarians answered 1,638 research and 2,483 directional questions, and additionally provided advanced research guidance in 347 one-on-one appointments. The Research Librarians changed the way they provided appointment availability to



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better accommodate students and faculty, resulting in increased efficiency and a significant rise in the number of research appointments.

The Personal Librarian Program, which assigns a librarian to each first-year student and transfer student, continues to partner with the First Year Experience (FYE) program. Personal Librarians visited more than half of the FYE sections at the start of the school year to introduce themselves and build awareness of resources and support available through the Library.

The Access Services Department modified borrowing policies to enhance accessibility and convenience for students, faculty, and staff. Campus community members may now use materials for longer periods of time, and are not penalized with late fees if they go past their due dates. The Library of Things collection was also expanded to include several exciting new purchases to enrich the University community, notably a ukulele, a pedal exerciser, and a ladder toss.

The Library Research Prize was awarded to an undergraduate and graduate student in April 2024 for their outstanding work in using library resources and services to complete their research projects. Honorable mentions were awarded to an additional graduate student and undergraduate student. Each of the students spoke about their projects and their research process, highlighting the Library's resources, services, and staff expertise.

Future Goals

- Establish the Library as a home away from home for students by creating and updating policies that meet the dynamic needs of our users.
- Align Library services and communications with Academic Commons partners to meet student needs. This will include: partnering on joint events such as Cram Jam, the Academic Commons Trick or Treat event, and a fall orientation and discipline specific study skills tutorials for STEM students; continuing to work with OOA to determine space solutions for finals; exploring the possibility of cross-training student employees with the Writing Center; and investigating peer-tutor support options for Bellarmine students.
- Grow Electronic Theses and Dissertations (ETD) collection in DigitalScholarship@Fairfield.edu.

Cross-campus Collaboration: Work collaboratively with colleagues across campus to advance areas of responsibility

The Library staff continues to work closely with each other and with a broad spectrum of community and campus partners, building relationships to improve services, resources, and programs for all. Library staff had several notable collaborations with faculty this year. Lisa Thornell, Head of Library Outreach and Communications created collaborative experiential learning assignments with Mary Kelly's advertising students, and Professor Bora Yook's Public Relations Strategies classes. Lisa Thornell & Matt Schirano, Teaching & Learning Coordinator, submitted an article for publication along with Dolan adjunct faculty Mary Kelly describing their work with her class. Matt Schirano and Emily Porter-Fyke, Associate Teaching and Learning Coordinator wrote an article with Core Writing faculty, Mary Laughlin and Tiffany Wilgar, on the lessons learned from the librarians auditing the faculty's ENGL 1001 classes. Elise Bochinski, University Archivist & Special Collections Librarian, co-authored, *Success On the Sound: A History of Fairfield University* with emeritus faculty members Paul Lakeland and Kurt Schlichting. This book is expected to be published by St. Joseph's University Press in fall 2024.

Several exhibits and resource displays were created for display in the Library in partnership with campus and community partners, with many attracting class visits for academic and social justice discussions. We hosted exhibits highlighting topics concerning DEI&B, including Brian Torff's *Seize the Beat: Music and Race in the Deep South* which displayed artifacts from his research trip along the Civil Rights Trail and culminated with a standing room only performance; *"Art is not my aim; it is my means"* — *The Art of Arthur Szyk*, which displayed research



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and archival materials corresponding to Fairfield University Art Museum's exhibit; a display of student art by students in Karen Langton's religious studies class, and, in partnership with Fairfield University Wellness, we housed a display for *What They Were Wearing*, a project that elevates the voices of survivors of sexual violence.

Our reading challenges continue to be events that bring faculty, staff, and students together. The summer 2023 challenge (May-August) had 87 challengers across 35 departments/majors. The Winter 2024 challenge (December 2023-March 2024) had 68 challengers across 39 departments/majors. Between the two programs, there were 107 total challengers and approximately 55 different departments represented across students, faculty, staff.

Library staff also regularly stepped out of the Library to assist other departments on campus. A number of our staff partnered with the Fairfield University Early Learning Center to read aloud at story times to the Center's children. The Library's relationship with the Center for Academic Excellence (CAE) continues to strengthen and grow; we gave 4 presentations at CAE workshops this year. Library staff provided support to the Provost's Office during the Wall Award this year by creating a book display and a PowerPoint presentation that showcased publications of previous winners. The DE&IB Committee has been a frequent collaborator with SDMA, supporting them at events such as Campus Pride, the Black Stags Matter walk, and Lavender Graduation.

Staff members of the Library and ITS meet monthly to identify areas in which we can work together, and collaborate. The Library and Academic Computing have designed a series of technology workshops for students to assist with study skills. Investigations are underway to see if Alma could be used to lend ITS equipment to our students, faculty, and staff.

The Library continues to work with Development to expand our list of potential donors, adding event attendees, reading challengers, past student workers, advisory board members, and research prize winners. For the third year, the Library was one of the giving options on the general University giving page and we were again invited to participate in the University's STAGiving day. Through this and other efforts, the Library has raised over \$12,000 this year. The Dean of the Library continues to meet with the Director of Development for the Library, Edlira Curis, on a regular basis. These meetings have been very fruitful in terms of cultivating relationships with our current donors, creating opportunities to grow our donor base (e.g., the alumni webinar, and the upcoming webinar), and improving our communication vehicles to our donors.

Future Goals

- Collaborate with English faculty to redefine the Library's role in providing research instruction in ENGL 1001 and increase cross-departmental and cross-disciplinary understanding between faculty and research librarians to improve student synthesis of writing and research instruction.
- Collaborate with University partners to promote *Success on the Sound: A History of Fairfield University* through campus and off-campus events, and an exhibit.
- Work with Academic Computing to implement new technology platform for the Library Reading Challenges.
- Engage the University community through meaningful, targeted collaborations and research that fosters an awareness of University history.
- Collect and promote scholarly outputs and track impact of our faculty in collaboration with the Associate Vice Provost for Research Scholarship and her staff.
- Grow collaboration with the Office of Accessibility and Academic Computing to establish digital accessibility guidelines.



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APPENDIX

Strategic Plan Priorities – FY25

Modern Academic Library

Goal: Reinvent the Library as the intellectual heart of the University, integral to student experience, collaboration, and the scholarly pursuits of our community.

Priorities:

- Objective A – Advance a culture of exploration and shared learning through collaboration, programming, collections, and services.
 - Initiative 1 – Create opportunities for intellectual conversation and ideation.
- Objective C – Establish the Library as a home away from home for students.
 - Initiative 2 – Create and update policies that meet the dynamic needs of our users.
- Objective D – Ensure the digital environment is as welcoming as the physical environment.
 - Initiative 1 – Identify and meet the needs of online graduate students.
 - Initiative 2 – Enhance user experience and accessibility.
- Objective F – Expand support of the research lifecycle for the University community.
 - Initiative 1 – Improve research support.
 - Initiative 2 – Develop publishing support and solutions.
 - Initiative 3 – Provide opportunities and support for faculty and students to promote their scholarly and creative works.

Institutional Memory

Goal: Strengthen the role of the University Archives as the steward of Fairfield University’s institutional memory.

Priorities:

- Objective A – Establish direction and priorities for University Archives.
 - Initiative 1 – Create/revise mission statement, collection policies, and procedures.
- Objective B – Ensure that space and staffing for the University Archives are sufficient to support the University’s growing national prominence.
 - Initiative 2 – Determine growth areas for the University Archives.
- Objective C – Use technology to enhance the discoverability, accessibility, and preservation of University Archives materials.
 - Initiative 2 – Develop a plan for preserving the University’s web presence and born digital content.
- Objective D – Increase the visibility of the University Archives.
 - Initiative 1 – Engage the University community through meaningful, targeted collaborations and research that fosters an awareness of University history.
 - Initiative 2 – Integrate the University Archives into teaching and learning.



Teaching, Learning, and Research

Goal: Become campus leaders in information literacy and contribute to the University's teaching, learning, and research.

Priorities:

- Objective A – Establish the Library as an essential faculty resource for the enhancement of teaching and research.
 - Initiative 1 – Create a strategy that distributes learning outcomes from the Association of College and Research Libraries (ACRL) Framework for Information Literacy for Higher Education across curricula.
 - Initiative 3 – Increase Faculty partnership librarians' knowledge about disciplines they support.
- Objective B – Expand Faculty Partnership Program librarians' capacity to teach various student populations in multiple modalities and geographies.
 - Initiative 1 – Create a suite of accessible and adaptable teaching and learning materials.

Collections

Goal: Ensure that our collections support University students, faculty, and staff in their learning, teaching, research, and personal exploration.

Priorities:

- Objective A – Develop a holistic and sustainable collection development strategy with an eye towards evolving University priorities and Library best practices.
 - Initiative 1 – Create, update, and publish collection development and management policies.
 - Initiative 2 – Expand the Library's role in resource sharing and optimize current practices.
 - Initiative 3 – Maintain and update our collection resources to support curricular and research needs.
- Objective B – Collect and promote University-produced scholarly and creative works.
 - Initiative 1 – Increase use of and engagement with DigitalCommons@Fairfield among faculty and students.
- Objective C – Improve discovery of and access to content.
 - Initiative 3 – Optimize our current systems.

Communication

Goal: Increase awareness of the Library's contributions to student and faculty success.

Priorities:

- Objective A – Develop a communication and public relations strategy.
 - Initiative 1 – Create a marketing and communications plan.
 - Initiative 2 – Optimize and explore modes of communication.
- Objective C – Build the Library's brand.
 - Initiative 1 – Establish a brand task force.
 - Initiative 2 – Develop and maintain Library branded items for various audiences.



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Funding and Financial Planning

Goal: Ensure that the Library has the appropriate financial resources to support a growing University.

Priorities:

- Objective A – Expand development capacity of the Library.
 - Initiative 2 – Implement strategies to secure donations.
- Objective B – Implement cost and time-saving strategies.
 - Initiative 1 – Align workflows and acquisitions models to improve efficiency and promote fiscal responsibility.
 - Initiative 2 – Initiate cost-saving purchasing and licensing models.

Organizational Culture

Goal: Cultivate a positive, healthy, and high performance work environment where all Library staff feel included, valued, and professionally inspired and engaged.

Priorities:

- Objective A – Engage staff in assessment of workplace culture.
 - Initiative 1 – Establish a biennial staff satisfaction survey.
- Objective B – Empower staff to further develop skill sets.
 - Initiative 1 – Encourage professional development opportunities.
- Objective C – Identify areas for improved operational efficiency and quality.
 - Initiative 2 – Review role of student workers and part-time staff.
 - Initiative 3 – Leverage technology to create efficiencies in workflows.



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