

2022 - 2026

# The DiMenna-Nyselius Library Strategic Plan



## MESSAGE FROM THE DEAN

I am proud to share the DiMenna-Nyselius Library Strategic Plan, 2022 – 2026, including our revised mission statement and values. The Plan closely aligns with the University's mission and strategic priorities as the University grows both in national prominence and reach. The Library's Strategic Plan establishes the Library's ambitions and goals, and provides a roadmap for our work. It represents almost one year of work as a staff and includes significant input from key stakeholders. We now look forward to implementing these goals as we embark on an exciting new chapter for the DiMenna-Nyselius Library as the modern academic library.

Kind regards,

Christina S. McGowan  
*Dean of the Library & University Librarian*

## MISSION STATEMENT

The DiMenna-Nyselius Library empowers the members of our community in the development of their whole person, including their intellectual, psychological, spiritual, and professional exploration; their growth as critical thinkers; their endeavors as knowledge creators; and their quest for lifelong fulfillment.

## VALUES

### Exceptional Service

We strive to proactively meet the needs of our community and put our users first by providing timely service, equitable access, and diverse resources. We assist our users with compassion and care for their whole person.

### Inclusive Community

We value the diversity and experiences of our community and aspire to create welcoming, inclusive, and equitable spaces, both within the physical building and online.

### Collaboration

We 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.

### Institutional Memory

We play a lead role in the stewardship of Fairfield University's historical and cultural resources, through the preservation and management of institutional records and objects, for current researchers and future generations.

### Innovation

We rise to the challenge of our users' rapidly changing needs through adaptability, creativity, and trying out new tools, methodologies, and ideas.

### Curiosity

We encourage a culture of engagement and exploration through the development of critical thinking and thoughtful reflection. We prepare our community with the information and skills needed to become knowledge creators and to develop a desire for self-education.

### Academic & Intellectual Freedom

We believe our community's right to free inquiry is essential to the mission and success of our institution. We provide access to a wide range of information and viewpoints through the resources we make available.

### Staff Development & Professional Growth

We appreciate the diverse talents of our staff and encourage one another to develop our potential by taking advantage of opportunities to grow our skills and abilities.



## AMBITION: MODERN ACADEMIC LIBRARY

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

The modern academic library supports the university by contributing to its strategic success. While supporting a traditional liberal education will remain a core component of our mission and values, we recognize that the University is growing in reputation, national prominence, and scope by placing increased emphasis on professional education. The University is expanding its reach to under-served populations, its geographical footprint, and its offering of online graduate programs. Additionally, digital proliferation and new modes of teaching, learning, and research are transforming the role of the modern academic library. In order for the Library to fulfill its mission and rise to the growing expectations of our community, we must evolve and innovate in three major areas: Library as Idea, Library as Place, and Library as Service.

#### Library as Idea

- Advance a culture of exploration and shared learning through collaboration, programming, collections, and services.
- Establish an Academic Commons identity that emphasizes the benefits to our community.

#### Library as Place

- Establish the Library as a home away from home for students.
- Ensure the digital environment is as welcoming as the physical environment.

#### Library as Service

- Embed the Library in the life of the University.
- Expand support of the research lifecycle for the University community.





## AMBITION: INSTITUTIONAL MEMORY

### Strengthen the role of the University Archives as the steward of Fairfield University's institutional memory.

The University Archives preserves and provides access to the institutional memory of the University by documenting its past and present in both physical and digital formats. Fulfilling this goal enables Fairfield University to be competitive with our peers while simultaneously increasing our national prominence.

- Establish direction and priorities for the University Archives.
- Ensure that space and staffing for the University Archives are sufficient to support the University's growing national prominence.
- Use technology to enhance the discoverability, accessibility, and preservation of University Archives materials.
- Increase the visibility of the University Archives.



## STRATEGIC PLAN GOALS

### Teaching, Learning, and Research

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

- Establish the Library as an essential faculty resource for the enhancement of teaching and research.
- Expand Faculty Partnership Program librarians' capacity to teach various student populations in multiple modalities and geographies.

### Collections

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

- Develop a holistic and sustainable collection development strategy with an eye towards evolving University priorities and Library best practices.
- Collect and promote University-produced scholarly and creative works.
- Improve discovery of and access to content.

### Diversity and Inclusive Excellence

Establish the Library as a leader in diversity and inclusive excellence at the University.

- Make diversity and inclusive excellence part of the Library's everyday work life.
- Increase engagement between the Library and the broader University community surrounding diversity and inclusive excellence.

### Communications

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

- Develop a communication and public relations strategy.
- Leverage relationship with the Department of Marketing and Communications.
- Build the Library's brand.
- Increase visibility of staff and their contributions to the success of the University.

### Funding and Financial Planning

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

- Expand development capacity of the Library.
- Implement cost and time-saving strategies.
- Develop and strengthen campus support for Library initiatives.



## Organizational Culture of the Library

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

- Engage staff in assessment of workplace culture.
- Empower staff to further develop skill sets.
- Identify areas for improved operational efficiency and quality.
- Build a staff culture that values University engagement.



## PROCESS

In April of 2021 the Library contracted with Organizational Performance Group (OPG), to help guide us through the strategic planning process. We formed a planning team to coordinate efforts within the library. The team consisted of: Christina McGowan (Dean of the Library and University Librarian), Laura Cossette (Systems Librarian), Curtis Ferree, (Associate Dean for Public Services and Coordinator of the Academic Commons Partnership), Barbara Ghilardi (Assessment Librarian), John Novak (Associate Dean for Technical Services and the Budget), Nina Peri (Associate Dean for Technical Services and the Budget – retired).

The planning team met at minimum twice a week. From the beginning, the planning team focused on gathering and incorporating library staff input into the final plan. To this end, we held three half-day retreats and several two-hour retreats, all guided by OPG, for the entire staff. We also dedicated time to discussing the plan in staff and department meetings, and the Dean of the Library met with each staff member to solicit input. Afterwards, the planning team invited staff members to develop tactics for strategic plan initiatives in their areas of expertise, which effectively incorporated voices outside of the planning team into the final document.



For the library to succeed, we must understand and meet the expectations of our community. To that end, OPG conducted interviews with key stakeholders across campus, including President Mark Nemec, Provost Christine Siegel, and members of the Provost Leadership Council.

## ACKNOWLEDGMENTS

We thank the library staff for their dedication to the work, and their trust in the process. This document found its voice through their efforts. And, thank you to Jane Velez, Assistant to the Dean, who coordinated all of our logistics and scheduling.

Many people across campus offered valuable input into the creation of this document, and we greatly appreciate their time and thoughtful consideration. In particular, the planning team would like to thank Andres Carrano (Dean, School of Engineering), Walter Rankin (Vice Provost for Graduate and Continuing and Professional Studies), Mark Ligas (Vice Provost for Undergraduate Excellence), Jay Rozgonyi (Associate Vice Provost for Pedagogical Innovation and Effectiveness), Jocelyn Boryczka (Vice Provost for Scholarly and Inclusive Excellence), Meredith Kazer (Dean, Egan School of Nursing and Health Studies), Zhan Li (Dean, Dolan School of Business), Richard Greenwald (Dean, College of Arts and Sciences), Laurie Grupp (Dean, School of Education and Human Development), Melissa Quan (Director of the Center for Social Impact), and Marice Rose (Associate Professor of Art History & Visual Culture).

The planning team would like to offer special thanks to President Mark Nemec, Provost Christine Siegel, and Vice President for Student Life, Karen Donoghue.



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