DiMenna-Nyselius Library Annual Report
July 2021 through June 2022

Executive Summary

The Library marked the start of a new chapter with the release of its [Strategic Plan, 2022-2026, including a revised mission statement and values](). The work began in April 2021 with the help of consultants from Organizational Performance Group (OPG). A planning team of five librarians led the process, and wrote the plan and created supporting documents. All staff were involved in the strategic planning process, with valuable input gathered via staff retreats and meetings. OPG also interviewed key stakeholders across campus for input including President Mark Nemec, Provost Christine Siegel, and members of the Provost Leadership Council. We shared the Plan with the community in early 2022. We now look forward to implementing these goals and ambitions over the next five years.

This past year a number of staff members left due to retirements and other opportunities. A number of search committees worked hard to fill these positions and were successful. John Novak, Associate Dean of Technical Services and the Budget, Matthew Sheehan, Collection Strategies Librarian, and Ann Victor, Cataloging and Metadata Strategies Librarian, all came onboard in September 2021. Lisa Mullane was hired as our Cataloging and Metadata Strategies Assistant in May 2022. Library Leadership is conducting a thorough review of all library staff job descriptions and updates will be made as necessary. The project should be completed by early FY23.

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

Following the release of the Plan, priorities for FY22 and FY23 were determined by Library Leadership and communicated to staff. An implementation team made up of Library Leadership and the Assessment Librarian was formed and leaders were assigned to each ambition and goal. These goal leaders meet monthly with the implementation team to discuss progress on goals and initiatives, with updates given by them at an all-staff meeting on a triannual basis. Progress of the Plan will be tracked by key metrics that have been developed by goal leaders and the Library staff on their teams. The Plan aligns with the University's mission and strategic priorities as the University grows both in national prominence and reach.

Future Goals

- Complete the first round of priorities from our Strategic Plan by the end of FY23. (See Appendix)

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

The University Archives partnered with the Bennett Center for Judaic Studies to digitize, preserve, and make available approximately 200 video lectures and accompanying signed posters. Staff are working closely with the outgoing director on this project. This work is made possible through generous donor support. Several exhibits were created in partnership with the Alumni Office, the Murphy Center for Ignatian Spirituality, Campus Ministry, and the Advancement Office. In addition, University Archives staff participated in a Humanities Institute Admissions Event where special collections items were presented to engage prospective students and their parents.

The Institutional Repository (IR) Team offers continual support of open access via DigitalCommons@Fairfield, which hosts the scholarly and artistic output of our faculty, students, and staff. The team collaborated with the Center for Social Impact to create an "Undocumented Students" collection and a "Community Engaged Learning" collection. The staff also collaborated with the Fairfield University Art Museum to create a structure to showcase their 2022 exhibitions. Content in the IR was downloaded over 137,000 times across 200 countries, over this fiscal year.

An Online Learning Committee, created in September 2020, held regular meetings over the last two years and completed its work in May 2022. The committee researched a number of topics relating to distance education including collections, faculty support, document delivery, instruction, outreach, research support, and the website. The committee has identified what needs to be considered and implemented in these areas to support the University in its expansion of online learning.

The Academic Commons Partnership Committee held monthly meetings throughout the fiscal year. A half day retreat was held in May 2022 to develop a purpose statement and committee charge for the Academic Commons as well as a discussion about marketing the Academic Commons as a shared identity.

Future Goals

- Prepare for the expansion of the University's geographic footprint to the Austin Nursing campus and Bellarmine College, as well as expanded outreach to online graduate students.
- Hire a scholarly communication librarian to direct the growth and reach of the repository, promote open access initiatives, and support publishing at the University.
- Articulate and further define the relationship between the Library and our Academic Commons partners. (Initiatives and tactics found under Modern Academic Library, Objective B in the Appendix)

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Allocate resources to achieve strategic goals

After an intensive evaluation of platforms, staff selected DigitalCommons to host our digital archival content. Migration from CONTENTdm to DigitalCommons is already underway and will continue into FY23.

The Library continued to spend its materials and operating budget wisely. The aforementioned migration of archival content to DigitalCommons will allow us to cancel our subscription to a digital platform and develop greater efficiencies for IR and archival processes. Our collections unit negotiates with vendors to try and cap database increases at 5% and the Library is looking to expand access to digital materials from publishers and platforms such as JSTOR that will enable us to purchase only titles that our community uses.

In order to address different research needs in the first-year rhetoric and composition courses, the instruction librarians streamlined information literacy lesson plans for ENGL 1001 into a "menu" from which instructors could pick a curated research lesson. Topics include key term searching and critical evaluation of information, primary research methods, and working with technical documents. An upcoming lesson choice will be inclusive research, during which students will learn how social justice concepts can be utilized for more effective research.

Technical Services staff drafted a workflow to accurately document and reform practices related to acquisitions. This workflow will streamline current practices to ensure improved accuracy in reporting and record management, which will improve efficiency as well as better track library expenditures used to support the teaching, learning, and research mission of the University. A new interlibrary loan borrowing and lending report template was created to support effective purchasing decisions.

The University Archives staff, with the Associate Dean for Technical Services, created a Space Needs Assessment Plan to advocate for much-needed environmental mitigation, storage space, and other functional areas for the archives collection.

Library Systems and Web staff implemented various new systems integrations to increase automation of tasks, improve workflow efficiencies, and improve user interfaces for our users. Integrations between our vendor platforms with other campus systems such as Blackboard will also improve access to our resources. Cataloging completed a reclamation project, ensuring that our holdings in WorldCat, a global catalog of library collections, will match what is in our catalog. Accessibility of our virtual space is also a focus. We obtained access to the University's SiteImprove service to perform an accessibility audit of our Library website. Thus far we have identified and resolved 25 separate accessibility issues across 30+ individual pages.

A number of diversity and inclusive excellence initiatives began this year. We started work on the Change the Subject Project which will incorporate inclusive

language in the library catalog. Several staff members participated in groups on campus such as the Racial Justice is Social Justice committee, Anti-Racism professional learning communities, involvement in the diversity narrative put out by the Presidential Working Group on Inclusive Excellence, as well as updates to our Anti-Racist Resource Guide.

Future Goals

- Pursue collaborative opportunities for instruction by identifying faculty teaching Magis Core courses with research coursework. (Other initiatives and tactics to establish the Library as an essential faculty resource for the enhancement of teaching and research found under Teaching, Learning, and Research, Objective A, in the Appendix.)
- Collections will create a policy to guide its decisions for the purchasing and removal of items. They will also explore the possibility of expanding its resource-sharing capabilities, which would support the scholarly needs of the University's faculty and students. (Initiatives and tactics found under Collections, Objective A in the Appendix.)
- Reassess and improve our catalog. (Initiatives and tactics found under Collections, Objective C, in the Appendix.)
- Establish a diversity and inclusive excellence committee to determine best practices and priorities. (Other initiatives and tactics that will establish the Library as leader in diversity and inclusive excellence found under Diversity and Inclusive Excellence, Objective A, in the Appendix.)

Engage staff talent to achieve strategic goals

Library staff were an integral part of forming our Strategic Plan, mission statement, and values. Now in its implementation phase, each staff member is participating in at least one goal, with the majority of staff on two or more goals. Library staff are working collaboratively on these goals through the Microsoft Teams platform. Consultants from OPG will check in on our progress at six- and twelve-month retreats where staff will get the opportunity to reflect on our progress and refocus our work as needed.

Our staff participated in 30 different committees both in the Library and on campus and a number of staff gave their time to on campus events and programs. Quite a few staff members also participated in professional development opportunities offered on a regional and national scale as well as contributed their skills and leadership to professional organizations.

A number of Library staff contributed as writers and editors to our Beyond the Stacks newsletter which is published twice a year. Highlights from this year's newsletters include "Our New Strategic Plan", "New Lactation Room for Caregivers", "The DiMenna-Nyselius Library Building Turns 20!", and "The 2021 Library Research Prize". Newsletters can be viewed on DigitalCommons@Fairfield.

We offered a number of cosponsored/collaborative events this year: Our Digital Scholarship Librarian led a humanitarian mapping panel presentation in partnership with JUHAN, as well as two map-a-thons with the Center for Social

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Impact. A "Spot the Bot" workshop was offered virtually to alumni and a "Parade of Tools" workshop was presented to faculty through the Center for Academic Excellence. "A Celebration of Faculty and Staff Research, Scholarship, and Creative Accomplishments" was hosted in the Fredrickson Family Innovation Lab in partnership with the Innovation Lab, Office of Research and Grants, Academic Computing, and the Center for Academic Excellence. In addition to these events, our staff contributed their expertise to two co-sponsored events. "Information Anarchy: A Discussion of Media Consumption & Misinformation" was a panel discussion of librarians and faculty across disciplines on the subject of media literacy in October 2021. In response to a recent banning of the graphic novel Maus, by Art Spiegelman, a talk "Reading Between the Lines: A Discussion about the Recent Ban of Maus & Anti-Semitism" was given by Curtis Ferree, Associate Dean of Public Services and Adjunct Faculty in the English Department, and Dr. Gavriel Rosenfeld, Professor of History.

Faculty Partner librarians expanded the use of course guides in their instruction starting in the Fall 2021 semester. Course guides were created for the majority of courses wherein library instruction was provided, and sometimes were created for courses where no instruction session occurred. Documentation was created to standardize their appearance and content. These guides saw an average of 1,672 views per month during the academic year across 85 guides.

Future Goals

- A library staff satisfaction survey will be developed and administered in Fall 2022.
- Library Leadership is developing guidelines to increase staff participation across campus. (Other initiatives and tactics that will cultivate a positive, healthy, and high-performance work environment where all Library staff feel included, valued, and professionally inspired and engaged found under Organizational Culture of the Library in the Appendix.)
- Library Leadership will research what will be needed to implement a promotion structure for librarians. If research findings bring about a recommendation for implementation, a report will be presented to the Provost.

Influence student enrollment to maximize University potential

We held 68 outreach events this year, with over 1,900 attendees. Thirteen of these events included a virtual component or were completely virtual. A number of events took place during the fall and spring semester finals periods, including film screenings, therapy dogs, coloring, a pizza party, and a pickle hunt. These events provide a much-needed outlet for students to take a break from their studies. The Library also hosted Cram Jam in partnership with other Academic Commons partners to offer extra research and writing help.

Librarians spoke on behalf of the Library at orientations for new first-year students, new graduate students, transfer students, and international students over the 2021-22 academic year. We also participated in the in-person first-year orientation. We offered two webinars for graduate students in the spring semester

to share important information about library resources and services.

The Personal Librarian Program, a program that assigns a librarian to each first-year student and transfer student, continues to partner with the First Year Experience (FYE) program. A lesson on Academic Integrity and a "Scholar Style" personality quiz is given to the students during the "Academic Navigation week" in their FYE course.

We hosted the 6th annual Human Library on November 10th 2021. Students, faculty, and staff shared their personal stories as "human books" – intended to challenge stereotypes and prejudices -- with 149 "readers" who signed up for a one-on-one conversation to learn about their life experiences. Participants could opt to engage virtually or in-person.

The Library Research Prize was awarded to an undergraduate and graduate student in May 2022 for their outstanding work in using library resources and services to complete their research projects. Due to the strong pool of undergraduate applicants, two honorable mentions were also awarded.

In support of teaching and learning, and student success and retention, the Library provides access to over 600,000 e-resources and nearly 300,000 print sources in our collection. We also provided over 2,660 resources to students, faculty and staff through our interlibrary loan service. Library staff answered over 1,600 research questions from faculty, students and staff across our various services as well as taught 178 classes and conducted 209 research appointments. Our online research tools were used heavily: research tutorials were taken nearly 18,000 times, research and course guides were viewed over 34,000 times, and citation guides over 66,000 times.

A number of assessment projects took place in order to gather student feedback. Our circulation student employees were surveyed about their experience working at the Library, the skills they've gained, what could be improved on, and whether they felt their time at the Library would help with future jobs. We asked students who booked a research appointment with a librarian their reason for booking an appointment, with the hope of learning what kinds of assignments require our assistance and whether there is a correlation with this data and the instruction courses we offer. We also conducted two different student surveys using our VIP study room drawing to capture feedback about our spaces and services as well as to inform our new taskforce on Library branding.

Future Goals

- The public services staff will evaluate our current research services to ensure we are meeting our community's needs. (Initiatives and tactics found under Modern Academic Library, Objective F in the Appendix.)
- Build the library's brand by establishing a brand taskforce that will develop and maintain Library branded items for various audiences. (Initiatives and tactics found under Communication, Objective C in the Appendix.)

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- The University Archives will endeavor to make more of Fairfield University's history available through the digitization and processing of its collections for inclusion in DigitialCommons@Fairfield. One of these collections will be the Fairfield University magazine collection (2010-present). (Initiatives and tactics found under Institutional Memory, Objective C in the Appendix.)
- Increase the accessibility of the Library website and improve its usability. (Initiatives and tactics found under Modern Academic Library, Objective D in the Appendix.)

Work collaboratively with colleagues in Advancement, Foundation Relations and Grants Office to develop donor relations & raise external funds to support University & unit-level strategic goals

One of the goals of our Strategic Plan is Funding & Financial Planning to ensure that the Library has the appropriate financial resources to support a growing University, with one of its objectives being to expand the development capacity of the Library. The Dean of the Library met with staff from Advancement several times this year to discuss how the University's peers and aspirants' libraries have the ability to fundraise and work alongside their development colleagues. Following these meetings, the Library was provided with the ability to have a link for potential donors to give directly to the Library and a webpage on the Library's website was created. We were also added as one of the giving options on the general University giving page and were invited to participate in the University's STAGiving day for the first time. Since this work began in late Fall 2021, and thanks to the support of campus partners in Development and generous donors, the Library has raised over $16,300.

The University Archives is working to digitize and preserve recordings and posters from the Bennett Center for Judaic Studies as well as raise funds via donor relations.

Technical Services staff coordinated with the University's fundraising and marketing team to engage library vendors in support of raising money for its alumni multi-cultural scholarship fund and other scholarships. This coordination strengthened interdepartmental communications and supported the institution's commitment to enroll underrepresented students to Fairfield University.

Future Goals

- Starting this fall, the Library will have a colleague from Advancement assigned to the Library. This support will further expand the development capacity of the Library. (Initiatives and tactics found under Funding and Financial Planning, Objectives A & C in the Appendix.)

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Strategic Plan Priorities - FY22-FY23

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.

Goal Leads: Curtis Ferree and John Novak

Priorities:
- Objective B: Establish an Academic Commons identity that emphasizes the benefits to our community.
  - Initiative 1: Unify Academic Commons partners through a shared sense of community and knowledge.
    - Tactic: Create charge for the Academic Commons Partnership Committee.
    - Tactic: Co-host events for both Academic Commons partners and the University community.
    - Tactic: Hold regular committee meetings.

  - Initiative 2: Develop shared channels of communication and branding.
    - Tactic: Review Library signage for Academic Commons branding.
    - Tactic: Develop shared marketing materials.
      - Task: Update website.
      - Task: Develop elevator pitch for each partner.

  - Initiative 3: Align our services with Academic Commons partners to meet student needs.
    - Tactic: Explore cross-training student workers.
    - Tactic: Expand relationship with the Office of Accessibility to develop research and instruction materials.

- Objective D: Ensure the digital environment is as welcoming as the physical environment.
  - Initiative 2: Enhance user experience and accessibility.
    - Tactic: Develop a process for Library website redesign.
      - Task: Conduct user testing to identify areas for improvement.
      - Task: Conduct an accessibility audit.
    - Tactic: Integrate Library resources with other campus systems.
      - Task: Explore Blackboard integrations.
      - Task: Update graphical interface for student portal.

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- Objective F: Expand support of the research lifecycle for the University community.
  - Initiative 1: Improve research support.
    - Tactic: Assess current research services.
    - Tactic: Assess research collection and tools.
    - Tactic: Act on findings.

Institutional Memory

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

Goal Leads: Elise Bochinski

Priorities:
- Objective A: Establish direction and priorities for the University Archives.
  - Initiative 1: Create/revise mission statement, collections policies, and procedures.
    - Tactic: Determine a process for the above creation/revision.

- Objective B: Ensure that space and staffing for the University Archives are sufficient to support the University's growing national prominence.
  - Initiative 1: Determine a plan and budget for space and staffing needs.
    - Tactic: Communicate to key stakeholders present accomplishments, areas for improvement, and goals for the University Archives.
    - Tactic: Provide a written report on space and staffing needs.
    - Tactic: Hold meetings with leadership to secure funding
- Objective C: Use technology to enhance the discoverability, accessibility, and preservation of University Archives materials.
  - Initiative 1: Migrate digital collections to a more robust and sustainable platform.
    - Tactic: Establish a working group to implement and recommend a new platform for archival digital collections that meets our current and future needs.
    - Tactic: Develop a migration plan and execute it.

Teaching, Learning, and Research

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

Goal Leads: Matt Schirano

Priorities:
- Objective A: Establish the Library as an essential faculty resource for the enhancement of teaching and research.

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- 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.
  - Tactic: Develop partnerships with Magis Core faculty to integrate information literacy across the Core.
    - Task: Advocate for regular attendance at Magis Core Curriculum Committee meetings.
    - Task: Pursue collaborative opportunities for instruction by identifying faculty teaching Magis Core courses with research coursework.
  - Tactic: Develop information literacy strategies that focus on specific programs.
    - Task: Establish guidelines and create workshops to increase skills for librarian-faculty collaboration.
    - Task: Establish peer learning opportunities on curriculum mapping.

- Initiative 2: Advance Library interests and collaborate with campus partners to support teaching, learning, and research.
  - Tactic: Advocate for an expanded Library role within the Center for Academic Excellence (CAE).
  - Tactic: Expand relationships with groups such as the Office of Research and Grants, the Center for Social Impact, and the CAS Fredrickson Innovation Lab through consistent communication, programming, and services.
    - Task: Establish liaisons for these groups, and create expectations for liaison work.
    - Task: Advocate for regular meetings.
    - Task: Identify and pursue opportunities for collaboration on programming and services.

- Initiative 3: Increase faculty partnership librarians' knowledge about the disciplines they support.
  - Tactic: Participate in discipline-specific professional development.
    - Task: Identify discipline-specific professional development opportunities for librarians.
    - Task: Attend at least one discipline-specific professional development opportunity per year.
  - Tactic: Understand faculty teaching and research needs.
    - Task: Attend events and learning opportunities hosted by campus departments.
    - Task: Interview faculty to learn their research and teaching needs.
    - Task: Organize faculty research shares.

- Objective B: Expand Faculty Partnership Program librarians' capacity to teach various student populations in multiple modalities and geographies.
  - Initiative 2: Establish a culture of continuous improvement among librarians.

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- Tactic: Devote time at each Faculty Partnership Program meeting to instruction discussion.
  - Task: Establish discussion guidelines and expectations.
  - Task: Schedule librarians to lead the discussion.

Collections

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

Goal Leads: Matthew Sheehan and Ann Victor

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.
    - Tactic: Utilize Collection Development and Management Committee to manage the collection development policy process.
      - Task: Revise special collections policy and procedures.
  - Initiative 2: Expand the Library's role in resource sharing and optimize current practices.
    - Tactic: Evaluate the benefits of alternative interlibrary loan software.
    - Tactic: Evaluate the potential of controlled digital lending.
    - Tactic: Explore alternative methods for shipping and receiving physical materials.

- Objective C: Improve discovery of and access to content.
  - Initiative 2: Maintain cataloging language so that it is inclusive and reflective of the Library of Congress's current standards.
    - Tactic: Explore the use of local headings.
      - Task: Research options for modifying the display of subject headings in Primo VE.
    - Tactic: Ensure all bibliographic records are up-to-date with current LC headings.
      - Task: Run Analytics report to search for outdated language in subject headings.
      - Task: Regularly check LC releases for new headings.
    - Tactic: Establish policy and process for reviewing potential changes to cataloging language.
  - Initiative 4: Ensure the accuracy of records.
    - Tactic: Develop and document routine maintenance plan.
    - Tactic: Analyze disparities between electronic resource subscriptions and what is made available in the ALMA Community Zone.
    - Tactic: Review current activations in ALMA.
    - Tactic: Update vendor-provided catalog records.
      - Task: Review new records as they are imported and run normalization rules as needed.

Diversity and Inclusive Excellence

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

Goal Leads: Emily Porter-Fyke and Mat Blaine

Priorities:
- Objective A: Make diversity and inclusive excellence part of the Library's everyday work life.
  - Initiative 1: Create policies and processes to infuse diversity and inclusive excellence into the Library's culture and practices.
    - Tactic: Establish diversity and inclusive excellence committee to determine best practices and priority areas.
      - Task: Ensure broad representation from across the Library.
      - Task: Invite Chairs from the Presidential Working Group on Inclusive Excellence in an advisory capacity.
      - Task: Solicit input from community stakeholders.

Communication

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

Goal Lead: Lisa Thornell

Priorities:
- Objective C: Build the Library's brand.
  - Initiative 1: Establish a brand task force.
    - Tactic: Research best practices.
    - Tactic: Engage in professional development opportunities.
    - Tactic: Collaborate with the Department of Marketing and Communications.
    - Tactic: Solicit feedback from stakeholders.
    - Tactic: Establish brand identity for print and digital signage and other outreach materials.
    - Tactic: Create a Library style guide to ensure consistency.
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  - Initiative 2: Develop and maintain Library branded items for various audiences.
    - Tactic: Identify Library themes that resonate with the community.
    - Tactic: Design useful and desirable Library branded items.
    - Tactic: Determine appropriate venues to distribute Library branded items.
  - Initiative 3: Articulate and further define the relationship between the Library and Academic Commons partners. [See Modern Academic Library, Objective B.]

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Funding and Financial Planning

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

Goal Leads: John Novak

Priorities:
- Objective A: Expand development capacity of the Library.
  - Initiative 1: Cultivate relationships with campus partners in Development.
    - Tactic: Meet with Development staff.
      - Task: Review strategic plan with Development staff.
      - Task: Advocate for Development liaison for the Library.
  - Initiative 2: Implement strategies to secure donations.
    - Tactic: Research best practices.
    - Tactic: Conduct an environmental scan.
    - Tactic: Engage in professional development opportunities.
    - Tactic: Identify priorities that resonate with donors.
    - Tactic: Establish development targets.

- Objective C: Develop and strengthen campus support for Library initiatives.
  - Initiative 1: Align Library initiatives with University strategic growth priorities.
    - Tactic: Integrate University strategic priorities into Library assessment.
    - Tactic: Identify resources needed to support Library priorities.
      - Task: Ensure that resources to support new academic programs are reflected in the annual budget call.
      - Task: Identify growth areas for the Library in terms of collections, research, and staffing.
  - Initiative 2: Collaborate with staff from Finance to explore alternative avenues for Library funding.
    - Tactic: Explore end of fiscal year expenditures.
    - Tactic: Investigate the possibility of a student library fee.

Organizational Culture of the Library

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

Goal Leads: Nicole Jurgot and Laura Cossette

Priorities:
- Objective A: Engage staff in assessment of workplace culture.
  - Initiative 1: Conduct staff satisfaction surveys.
    - Tactic: Form group to research and select survey.
    - Tactic: Consult with the Office of Institutional Research and the Office of Human Resources.
    - Tactic: Develop plan to distribute the survey and collect data.

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- Initiative 2: Establish a working group to address survey results.
  - Tactic: Review survey results.
  - Tactic: Share and process data with staff.
    - Task: Develop process to elicit staff feedback.
    - Task: Identify action items and next steps from data

- Initiative 3: Review hiring and onboarding practices for new staff.
  - Tactic: Solicit feedback from recent hires on their experiences.
  - Tactic: Review process for new hires to meet with staff.
  - Tactic: Develop Library-wide staff handbook.
  - Tactic: Review training materials for student workers and part-time staff.
  - Tactic: Review process for hiring student workers.
  - Tactic: Consult with the Office of Human Resources on hiring and onboarding best practices.
- Objective D: Build a staff culture that values University engagement.
  - Initiative: Prioritize participation of staff in University and Library committees and events.
    - Tactic: Advocate for staff to have a role on University committees.
    - Tactic: Establish an internal method for staff to communicate their participation in campus committees and events.
    - Tactic: Share opportunities at staff and department meetings.
    - Tactic: Establish expectations in the staff handbook.
    - Tactic: Conduct a holistic review of campus activities/opportunities to identify where Library staff should be involved.
      - Task: Develop a system for soliciting participation.
    - Tactic: During onboarding, supervisors communicate with employees about participation opportunities and expectations.
    - Tactic: Review job descriptions for service expectations.
    - Tactic: Link service expectations to performance evaluation.

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