

WPI - Gordon Library Long Range Plan									
Strategic Direction	Goals and objectives	2011 Activity	2011 Measurement	2012 Activity	2012 Measurement	2013 Activity	2013 Measurement	2014 Activity	2014 Measurement
Link services more closely and explicitly to the WPI curriculum - expanding to support research and scholarship	Improve and streamline info literacy program	Define mission and vision for Information Literacy program, identify focus areas, resources, stakeholders, and possible methods for this initiative.	Resources, stakeholders, and methods identified; initial conversations about newly revised Information Literacy vision initiated.	Structure plan to improve and expand info literacy program based on list of resources needed	Plan developed for this initiative - feedback and input sought and obtained	Plan approval sought from key groups on campus	Plan approval obtained	Begin plan implementation	Implementation begins
	Explore opportunities for inclusion of data management education into the WPI curriculum	Pilot data management education curriculum	Pilot curriculum deployed and assessed	Revise data management curriculum as needed	Data Management curriculum revised and redeployed	Reassess Data Management curriculum and identify additional venues for deployment	Additional venues found	Pilot data management education curriculum to newly identified target audience	Pilot curriculum deployed and assessed
	Meet with department heads and faculty to generate IL awareness and form partnerships that promote development of systemic information competencies across the curriculum	Continue work with Associate Dean of First Year and faculty involved in Great Problems Seminars, and Insight to promote inclusion of information literacy skills	Assessment of student learning and involve faculty to determine effectiveness of Information Literacy inclusion	Revisit learning outcomes for information literacy within core target areas of WPI curriculum	Learning outcomes reviewed, mapped with WPI curriculum, and input obtained from stakeholders	Testing new learning outcomes	Tests complete - feedback incorporated into program	Review structure and make necessary adjustments to instruction program	Review completed with sample classes
	Partner with new faculty to encourage use of library services and resources	Through ATC/Library Liaison program collaborate with additional or new faculty on integrating course-related library instruction courses or within IQP project teams/advisors; communicate with new and existing faculty on course reserves and ILL services.	3-4 additional or new faculty and/or courses request integration of course related library instruction and communication on course reserves and ILL services	Through ATC/Library Liaison program collaborate with additional or new faculty on integrating course-related library instruction courses or within IQP project teams/advisors; communicate with new and existing faculty on course reserves and ILL services.	3-4 additional or new faculty and/or courses request integration of course related library instruction and communication on course reserves and ILL services	Review structure and make necessary adjustments to instruction program	Review completed with sample classes	Update course structure to include newest technology	Course updated and changed as necessary
	Explore uses of creative and innovative instruction technology and integrate these into existing, new, and emerging programs	Collaborate with Technology for Teaching and Learning group of Academic Technology Center to include newest web technologies into library support tools	At least one new tool evaluated, tested, and deployed if applicable; and survey developed to assess effectiveness	Collaborate with Technology for Teaching and Learning group of Academic Technology Center to include newest web technologies into library support tools	At least one new tool evaluated, tested, and deployed	Collaborate with Technology for Teaching and Learning group of Academic Technology Center to include newest web technologies into library support tools	At least one new tool evaluated, tested, and deployed	Collaborate with Technology for Teaching and Learning group of Academic Technology Center to include newest web technologies into library support tools	At least one new tool evaluated, tested, and deployed
	Partner with Academic Technology Center to outreach to faculty through Liaison Program	Assessment of Liaison Program initiated; establish clear relationship to new faculty advisory committee	Target departments identified and focus groups held to gather information on improvements and share successes.	Liaison program continues with additional assessment meetings scheduled and completed	Changes based on feedback implemented and ongoing feedback sessions held.	Liaison program continues with additional assessment meetings scheduled and completed	Changes based on feedback implemented and ongoing feedback sessions held.	Liaison program continues with additional assessment meetings scheduled and completed	Changes based on feedback implemented and ongoing feedback sessions held.

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	Distance learners information needs and self help instruction assessed and improved	Investigate options for delivery of library services through cloud computing or other means of collaborative shared library service delivery (i.e. Ref 7X24) and ILL and document delivery services.	Investigation ongoing as new tools are available - testing and pilot programs deployed as possible	Continue investigation and evaluation of tools for delivering library services and resources to distance education students and faculty	REVISED-Investigation ongoing as new tools are available - testing and pilot programs deployed as possible, continuous assessment implemented. Utilized ILLiad's Document Delivery for quick turn around of Gordon Lib owned materials	Continue investigation and evaluation of tools for delivering library services and resources to distance education students and faculty	Investigation ongoing as new tools are available - testing and pilot programs deployed as possible, continuous assessment implemented	Continue investigation and evaluation of tools for delivering library services and resources to distance education students and faculty	Investigation ongoing as new tools are available - testing and pilot programs deployed as possible, continuous assessment implemented
	Strive to make the student's experiences with the Gordon Library positive, nurturing, and focused on student learning and academic success.	Meet with students on regular basis to gather their feedback and hear their suggestions	Meetings are held at least three times per academic year	Meet with students on regular basis to gather their feedback and hear their suggestions	Meetings are held at least three times per academic year	Meet with students on regular basis to gather their feedback and hear their suggestions	Meetings are held at least three times per academic year	Meet with students on regular basis to gather their feedback and hear their suggestions	Meetings are held at least three times per academic year
	(NEW) Strive to make the faculty and staff experiences with the Gordon Library positive, focused on faculty scholarship and teaching.	Meet with faculty on regular basis to gather their feedback and hear their suggestions	Meetings are held at least two times per academic year	Meet with faculty on regular basis to gather their feedback and hear their suggestions	Meetings are held at least two times per academic year	Meet with faculty on regular basis to gather their feedback and hear their suggestions	Meetings are held at least two times per academic year	Meet with faculty on regular basis to gather their feedback and hear their suggestions	Meetings are held at least two times per academic year
	(NEW) Strive to make the faculty and staff experiences with the Gordon Library positive, focused on faculty scholarship and teaching.			NEW-Implement a faculty delivery service of WPI books/articles to off campus locations	NEW-Survey faculty for satisfaction and feedback	NEW-Continue to survey faculty			
Build and sustain a collection to support teaching, learning, and scholarship in the most efficient manner possible	Collection analysis in light of possible budget reductions in future - also to identify strengths and weaknesses of the collection and support new programs	Continue to analyze and adjust policy as needed	Policy up to date, including new majors	Compare WPI policy with other peer institutions and update as needed, gather feedback from faculty and other stakeholders	Continue to update and modify policy as needed	Compare WPI policy with other peer institutions and update as needed, gather feedback from faculty and other stakeholders	Continue to update and modify policy as needed	Compare WPI policy with other peer institutions and update as needed, gather feedback from faculty and other stakeholders	Continue to update and modify policy as needed
	Collection analysis in light of possible budget reductions in future - also to identify strengths and weaknesses of the collection and support new programs	Create subject-area-specific lists of currently accessible journal titles, compare holdings with JCR and WorldCat; utilize ILLiad/OCLC statistics to identify trends.	Web pages created with completed lists for 5 subject areas; trends identified and purchase recommendations made.	Continue subject by subject analysis and evaluation involving stakeholders, including new programs; continue analyzing ILL trends	Evaluations of new programs completed	Continue subject by subject analysis and evaluation involving stakeholders; continue analyzing ILL trends	REVISED-Evaluations and benchmarking continue to provide valuable data for decision making; trends identified; use of GSLIS internship program providing partial staffing	Continue subject by subject analysis and evaluation involving stakeholders; ;continue analyzing ILL trends	Evaluations and benchmarking continue to provide valuable data for decision making; trends identified
	Collection analysis in light of possible budget reductions in future - also to identify strengths and weaknesses of the collection and support new programs	Utilize 360 Counter usage reports and analysis tools to identify possible cancellation candidates;	Database and e-journal usage reports loaded and up-to-date, cost data included	Investigate tools for evaluating and comparing serials collections (i.e. Ulrich's)	Investigation complete recommendation for implementation put forward	Approval for implementation obtained, plan to deploy developed, assessments proposed	Implementation complete and assessments underway	Investigate current technology for new tools and evaluate options on continuous basis	Evaluation ongoing, modifications made as needed
		Evaluate usage reports which show use of individual titles of eBooks to determine future directions re. purchasing collections or individual titles	EBook usage statistics are evaluated ; 2 test patron driven collections hosted by myLibrary are implemented	Potential changes in subscriptions to eBook collections are identified if there are any	Subscriptions to one or more collections or subject areas are cancelled in favor of patron driven acquisitions, or other more appropriate sources	Analysis of use of eBook packages continues	Changes made in accordance with findings.	Make this analysis of use of eBook packages part of regular budget process	Evaluation ongoing, modifications made as needed; no further action on long range plan needed

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	Collection analysis in light of possible budget reductions in future also to identify strengths and weaknesses of the collection and support new programs	Utilize 360 Counter usage reports and analysis tools to identify possible cancellation candidates. Monitor format changes to maximize savings.	Low-use, high-cost titles identified and cancelled.	Include faculty in evaluation and assessment of all library collections	Target departments and individual faculty participate in evaluation process	Continuous evaluation of resource usage part of budget and collection development processes. Newest techniques evaluated and implemented as needed	Approval for implementation obtained, plan to deploy developed, assessments proposed	Continuous evaluation of resource usage part of budget and collection development processes. Newest techniques evaluated and implemented as needed	Approval for implementation obtained, plan to deploy developed, assessments proposed
	Engage in WPI research activities to support appropriate storage? And access of large data sets - use of meta data and possible institutional repository	Identify and obtain funding/staffing for Institutional Repository. Implement Institutional Repository pilot.	Institutional Repository Pilot successful. Proceed with Institutional Repository creation and operation.	Marketing strategy for participation and use of IR developed, usage monitored as operations are in production	Marketing outreach implemented, usage monitored, production continues	Technical and operational workflow evaluated, feedback sought for Institutional Repository project	Assessments complete, recommendations for change implemented as needed	Technical and operational workflow evaluated, feedback sought for Institutional Repository project	Assessments complete, recommendations for change implemented as needed
	Explore use of document delivery instead of subscription to items needed by the WPI community	Monitor pilot and expand program if cost-effectiveness and customer satisfaction warrant.	Calculate cost savings.	Continue evaluation and investigate options for serial title access	Evaluations and benchmarking continue to provide valuable data for decision making	Continuous evaluation of resource usage part of budget and collection development processes. Newest techniques evaluated and implemented as needed	Approval for implementation obtained, plan to deploy developed, assessments proposed	Continuous evaluation of resource usage part of budget and collection development processes. Newest techniques evaluated and implemented as needed	Approval for implementation obtained, plan to deploy developed, assessments proposed
	Reduce size of print reference collection to add seating on entry level if possible	Evaluate electronic reference titles for use and relevancy to curriculum.	Online reference titles analyzed and requests for new titles submitted for FY13 budget.	Ongoing evaluation of print collection use and growth	Data gathered and changes to selection policy monitored	Investigate new options for collection curation and space management, evaluate usage and costs	Investigation ongoing as new tools are available - testing and pilot programs deployed as possible, continuous assessment implemented	Investigate new options for collection curation and space management, evaluate usage and costs	Investigation ongoing as new tools are available - testing and pilot programs deployed as possible, continuous assessment implemented
Use technology to bring the collections to the community	Review library systems and update as needed	Monitor existing systems for updates, patches, new releases available from system vendors and resource providers, and install or adopt updates.	Systems patched/updated to most current supported releases/versions.	Monitor existing systems for updates, patches, new releases available from system vendors and resource providers, and install or adopt updates.	Systems patched/updated to most current supported releases/versions.	Monitor existing systems for updates, patches, new releases available from system vendors and resource providers, and install or adopt updates.	Systems patched/updated to most current supported releases/versions.	Monitor existing systems for updates, patches, new releases available from system vendors and resource providers, and install or adopt updates.	Systems patched/updated to most current supported releases/versions.
	Expand traditional boundaries of library	Continue to experiment with, and utilize social networking and other tools to reach students where appropriate. Monitor and build engagement with users, including distance learners, within social networks. Monitor and align with WPI social networking strategies.	Social networking tool(s) embedded within library web site and library catalog/discovery tool.	Continue to experiment with, and utilize where appropriate, social networking and other tools to reach students.	Assessment of program determines whether changes are needed or not	Continue to experiment with, and utilize where appropriate, social networking and other tools to reach students.	Assessment of program determines whether changes are needed or not	Continue to experiment with, and utilize where appropriate, social networking and other tools to reach students.	Assessment of program determines whether changes are needed or not

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	Expand use of social networking tools to improve communications	Continue to utilize appropriate new technologies to improve user experience with library resources and access	Implement new technologies as appropriate	Continue to utilize appropriate new technologies to improve user experience with library resources and access	Implement new technologies as appropriate	Continue to utilize appropriate new technologies to improve user experience with library resources and access	Implement new technologies as appropriate	Continue to utilize appropriate new technologies to improve user experience with library resources and access	Implement new technologies as appropriate
	Expand use of interlibrary loan and document delivery technologies to support access to items not in WPI collection	Implement additional ILL and document delivery options. Advertise document delivery option.	New services result in more effective delivery of needed materials while keeping costs in line.	REVISED-Explore options for new ways to enhance ILL and Document Delivery services, investigate alternatives. Implement "Get It Now" article delivery system for improved access	Investigation ongoing as new tools are available - testing and pilot programs deployed as possible, continuous assessment implemented	Explore options for new ways to enhance ILL and Document Delivery services, investigate alternatives	Investigation ongoing as new tools are available - testing and pilot programs deployed as possible, continuous assessment implemented	Explore options for new ways to enhance ILL and Document Delivery services, investigate alternatives	Investigation ongoing as new tools are available - testing and pilot programs deployed as possible, continuous assessment implemented
	Barcode periodical volumes to create a virtual shelf list, allowing for possible inventory	Continue to barcode newly bound volumes. If Founders/Ground floor not completed in 2010, continue and complete in 2011.	Newly bound volumes bar-coded as part of processing activity. Determine use of bar-coded volumes via Circulation reports.	Continue to barcode newly bound volumes. Conduct preliminary inventory to make sure all volumes are barcoded.	Newly bound volumes bar-coded as part of processing activity. Determine use of bar-coded volumes via Circulation reports. Inventory taken.	Continue to barcode newly bound volumes.	Newly bound volumes bar-coded as part of processing activity. Determine use of bar-coded volumes via Circulation reports.	Continue to barcode newly bound volumes. Set up schedule for future inventories.	Newly bound volumes bar-coded as part of processing activity. Determine use of bar-coded volumes via Circulation reports. Future inventories scheduled.
	Explore print on demand or purchase on demand options	If approved in 2010, implement print on demand system	Usage data and user reactions gathered and assessed.	Implement print on demand service and monitor the options for alternatives	Implementation complete and monitoring is ongoing	Implementation complete and monitoring is ongoing	Implementation complete and monitoring is ongoing	Implementation complete and monitoring is ongoing	Implementation complete and monitoring is ongoing
	A single point of access to periodicals holdings information and full-text is desirable	Continue to maintain holdings information	Holdings information updated and maintenance program established	Continue to explore options for displaying resources to library users	Review at least three vendors and options for library services, recommendations made for necessary changes	Continue to explore options for displaying resources to library users	Review at least three vendors and options for library services, recommendations made for necessary changes	Continue to explore options for displaying resources to library users	Review at least three vendors and options for library services, recommendations made for necessary changes
	Create a centralized management system for all types of electronic resources would benefit users and staff	Continue to update and expand spreadsheet for tracking databases and subscriptions. Utilize Serials Solutions or open source solutions as appropriate.	The tracking systems provide staff with the e-resource management data and information that they require.	Continue to update and expand spreadsheet for tracking databases and subscriptions. Utilize Serials Solutions or open source solutions as appropriate.	The tracking systems provide staff with the e-resource management data and information that they require.	Continue to update and expand spreadsheet for tracking databases and subscriptions. Utilize Serials Solutions or open source solutions as appropriate.	The tracking systems provide staff with the e-resource management data and information that they require.	Continue to update and expand spreadsheet for tracking databases and subscriptions. Utilize Serials Solutions or open source solutions as appropriate.	The tracking systems provide staff with the e-resource management data and information that they require.
	Upgrade technology platforms	Continue to monitor hardware and software replacement needs	Hardware and software updated according to replacement cycle. Schedule adjusted as needed.	Continue to monitor hardware and software replacement needs	Hardware and software updated according to replacement cycle. Schedule adjusted as needed.	Continue to monitor hardware and software replacement needs	Hardware and software updated according to replacement cycle. Schedule adjusted as needed.	Continue to monitor hardware and software replacement needs	Hardware and software updated according to replacement cycle. Schedule adjusted as needed.

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	Investigate Integrated Library System (ILS) options	Choose and implement a discovery interface. Begin planning the replacement of the current ILS.	Discovery interface successfully implemented. Planning for the future ILS underway. COMPLETED.	REVISED. Closely monitor the discovery interface and its effect on use of library resources. Make changes to the interface as needed. Begin planning for the future ILS.	REVISED. Discovery interface shows increased use of resources. Users pleased with discovery interface. Simmons intern studied the implementation and made a report.	REVISED: Future ILS planning continues.	REVISED. New ILS chosen. Implementation begins.	REVISED. Complete implementation of new ILS.	ILS operating successfully.
	Use library systems to develop and deliver quality digital resources	Continue implementation of upgrades and new products as appropriate. Continue to work with WPI IT staff to ensure that library technology needs are met	Implementation and purchase of new products with increased service components. Staff and patrons have up to date technology platforms and 80% of needs are met	Continue implementation of upgrades and new products as appropriate. Continue to work with WPI IT staff to ensure that library technology needs are met	Implementation and purchase of new products with increased service components. Staff and patrons have up to date technology platforms and 85% of needs are met	Continue implementation of upgrades and new products as appropriate. Continue to work with WPI IT staff to ensure that library technology needs are met	Implementation and purchase of new products with increased service components. Staff and patrons have up to date technology platforms and 90% of needs are met	Continue implementation of upgrades and new products as appropriate. Continue to work with WPI IT staff to ensure that library technology needs are met	Implementation and purchase of new products with increased service components. Staff and patrons have up to date technology platforms and 95% of needs are met
	Evaluate the role eBook readers could play in bringing information and collections to the community	Survey WPI community to determine their current use of and attitude toward E-readers and mobile devices	Community surveyed	Using results of survey, make changes in library webpages and digital collections	Library webpages and e-collections are compatible with E-readers and mobile devices	Continue to monitor changes in mobile technology and adjust our online resources as appropriate	Library webpages and e-collections are compatible with E-readers and mobile devices	Continue to monitor changes in mobile technology and adjust our online resources as appropriate	Library webpages and e-collections are compatible with E-readers and mobile devices
		Survey (Benchmark with) other libraries to discover uses of E-readers that might work for WPI, especially using library owned iPads or similar tablet devices	Potential uses are identified and experimentation begins	Evaluate uses of E-readers and try new ideas	If found to be advantageous, E-readers become a part of library technology tools	Continue evaluating potential uses of E-reader devices or decide if they do not fit in with our services	Use of E-reader devices becomes part of our services or is discontinued	Expand E-reader devices program to meet need or evaluate other emerging products for usefulness in bringing information to users	E-readers program expanded or other devices evaluated
	Update and improve library's web pages	POSTPONED to FY2012. Work closely with WPI Web Office and library staff in implementation of Content Management System. Survey or request feedback from users. Define library CMS roles and responsibilities as needed.	POSTPONED to FY2012. Library site successfully moved to the Content Management System. Library CMS roles and responsibilities established. Library web site users satisfied with navigation and content.	REVISED. Work closely with WPI Web Operations and library staff on the migration of the library web site to WPI Content Management System. Survey or request feedback from users. Establish web site editorial board. Define library CMS roles and responsibilities.	REVISED. Library site successfully moved to the Content Management System. Library CMS roles and responsibilities established. Library web site users satisfied with navigation and content.	Continue to seek user response to Web site. Adjust staff roles/responsibilities as needed.	Library web site users satisfied with navigation and content	Continue to seek user response to Web site. Adjust staff roles/responsibilities as needed.	Library web site users satisfied with navigation and content
	Improve online access to library online instructional and self help materials	LibGuides content reviewed and user input gathered on new online instructional materials	Feedback solicited on LibGuides and revisions made.	Monitor and refine roles and responsibilities for LibGuides systems and continued revisions	Roles evaluated and discussed, guides continually evolving to meet researchers current information needs	Continue to seek user response to LibGuides, adjust staff roles/responsibilities and content as needed.	LibGuides users satisfied with navigation and content	Continue to seek user response to LibGuides, adjust staff roles/responsibilities and content as needed.	LibGuides users satisfied with navigation and content

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	Streamline basic technical operations and workflows if possible	POSTPONED to FY2013. Investigate ways in which library financial data can be passed between Voyager and Banner to enhance library operations. This could be a Unified Digital Campus initiative. This also should be included in the evaluation of post-Voyager ILS options.	POSTPONED to FY2013. Investigation completed. Plan implemented.	POSTPONED to FY2014. Investigate feasibility of posting library fine/fee data directly to student accounts. Probably a UDC initiative. This also should be included in the evaluation of post-Voyager ILS options.	POSTPONED to FY2014. If the project is feasible, a plan is implemented.	Investigate ways in which library financial data can be passed between Voyager or a future ILS and Banner to enhance library operations. This could be a Unified Digital Campus initiative. This also should be included in the evaluation of post-Voyager ILS options.	Investigation completed. Plan implemented.	Investigate the feasibility of posting all of a user's library-related transactions (fines, fees, ILL and other items on request, items on hold, etc.) to the planned WPI portal. This would be a UDC initiative. This also should be included in the evaluation of post-Voyager ILS options.	If the project is feasible, a plan is implemented.
	NEW-Develop marketing plan			NEW-Organize a marketing team to coordinate library events	NEW-Review marketing mission and create plan	NEW-Evaluate marketing strategy and implement.	NEW-Marketing strategies increase awareness of library services		
Encourage staff efficiency and productivity	Reorganize after reduction in staff size	Consider new ways to deliver services with addition of Technology for Teaching and Learning and Help Desk staff and student in the library	Alternative staffing options identified and pilot projects to test the success implemented	Assessment of new structures and duties designed, feedback and benchmarking data sought	Assessment completed, data and feedback obtained, recommendations for change put forward	Continue investigation of workflow and prioritization of tasks to match with availability of resources	Assessment completed, data and feedback obtained, recommendations for change put forward	Continue investigation of workflow and prioritization of tasks to match with availability of resources	Assessment completed, data and feedback obtained, recommendations for change put forward
	Streamline departmental workflows	Monitor workloads and workflow to ensure balance and efficiency. Job description reviews as part of annual performance review process.	Reviews completed on a regular basis	Monitor workloads and workflow to ensure balance and efficiency. Job description reviews as part of annual performance review process. Monitor work changes as a result of continuing shift to electronic resources and reallocate staff as appropriate	Work is realigned and staff training occurs	Monitor workloads and workflow to ensure balance and efficiency. Job description reviews as part of annual performance review process.	Reviews completed on a regular basis	Monitor workloads and workflow to ensure balance and efficiency. Job description reviews as part of annual performance review process.	Reviews completed on a regular basis
	Expand internal professional development program	Analyze need to create a formal professional development plan for all staff.	Formal plans are complete and help formulate distribution of funds to support professional development	Create annual training and professional development goals and plans as part of annual performance review process	Reviews completed on a regular basis	Create annual training and professional development goals and plans as part of annual performance review process	Reviews completed on a regular basis	Create annual training and professional development goals and plans as part of annual performance review process	Reviews completed on a regular basis
	Evaluate staffing levels as appropriate	Evaluate list of core services and determine priorities, assign resources as available, and seek feedback from community on quality of service and resources	Evaluation complete and feedback collected, recommendations for change discussed	REVISED-Ongoing evaluation of services, monitoring of peer institutions, and staff retention data collected. Pilot program for extended hours 5 nights per week until 3 am (C&D terms)	Changes made as fiscal circumstances allow	Ongoing evaluation of services, monitoring of peer institutions, and staff retention data collected	Changes made as fiscal circumstances allow	Ongoing evaluation of services, monitoring of peer institutions, and staff retention data collected	Changes made as fiscal circumstances allow

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	Evaluate student assistant hours and streamline student staffing scheduling.	Evaluate student assistant hours to improve efficiency and increase hours of operation; pilot 24 hour access at ends of term; continue to monitor effectiveness of student research assistants	Library has adequate number of student assistants and students using the building are satisfied with hours of opening; successfully staffed 24 X 2 with minimal budget impact and student satisfaction; reference student assistants work assessed and training implemented as needed	Evaluate student assistant hours to improve efficiency and customer satisfaction: investigate creative student scheduling for changes in hours but within budget	Library has adequate number of student assistants and students using the building are satisfied with services	Evaluate student assistant hours to improve efficiency and customer satisfaction	Library has adequate number of student assistants and students using the building are satisfied with services	Evaluate student assistant hours to improve efficiency and customer satisfaction	Library has adequate number of student assistants and students using the building are satisfied with services
	Ensure good internal communications in library, Technology for Teaching and Learning, and Help Desk groups housed in library	Focus on good internal and external communications in the library, solicit feedback from stakeholder groups	Internal communications improved or adjusted based on feedback received	Staff polled about satisfaction with communication, job responsibilities, and professional development	Data collected and procedures or policies adjusted to accommodate recommendations	Staff polled about satisfaction with communication, job responsibilities, and professional development	Data collected and procedures or policies adjusted to accommodate recommendations	Staff polled about satisfaction with communication, job responsibilities, and professional development	Data collected and procedures or policies adjusted to accommodate recommendations
	Ensure appropriate continuing education opportunities	Ensure appropriate continuing education opportunities	Staff report satisfaction with opportunities	Ensure appropriate continuing education opportunities	Staff report satisfaction with opportunities	Ensure appropriate continuing education opportunities	Staff report satisfaction with opportunities	Ensure appropriate continuing education opportunities	Staff report satisfaction with opportunities
	Improve emergency procedures	Simulation of emergency procedures in cooperation with safety personnel and reevaluation of procedures: AED training for Student Supervisors	Procedures are updated as necessary; AED training completed	Simulation of emergency procedures in cooperation with safety personnel and reevaluation of procedures; AED training for Student Supervisors	Procedures are updated as necessary. AED training completed.	Simulation of emergency procedures in cooperation with safety personnel and reevaluation of procedures; AED training for Student Supervisors.	Procedures are updated as necessary. AED training completed.	Simulation of emergency procedures in cooperation with safety personnel and reevaluation of procedures. AED training for Student Supervisors.	Procedures are updated as necessary. AED training completed.
	Cross train staff and students at single Information Desk to improve patron interactions.	Develop additional programs to cross train staff, including students (investigating use of LibGuides as a student training tool) at all services points in the library building as new groups move in and increase the number of services available (Help Desk and Technology for Teaching and Learning)	Programs delivered	REVISED-Develop assessment program to evaluate delivery of services within library building. Create tiered student training program for Info Desk students; implement use of student assessment rubric.	Assessment completed and changes made as possible	REVISED-Develop assessment program to evaluate delivery of services within library building. Assess tiered student training program and assessment rubric	Assessment completed and changes made as possible	Develop assessment program to evaluate delivery of services within library building	Assessment completed and changes made as possible
Exploit the connections between IT and library departments	Complete integration of Help Desk and TTL into library spaces	Reexamine service desks workflows and interactions.	Improved patron understanding of services.	Link data collected in MISO survey to service assessment and make recommendations for change as needed	Follow up focus groups and interviews completed to fine tune any service changes and gather in-depth data	Reassess any changes to workflow	Assessment completed and changes made as possible	Reassess any changes to workflow	Assessment completed and changes made as possible
	Leverage ATC/Library Liaison program to increase library-academic department communication	Communications to faculty reworked based on input and feedback from prior year	Revised communication strategy in place that differs from prior years	Develop plan for assessing liaison program communications. Consider data collected through MISO survey	Plan developed with ATC and other IT partners, follow up interviews and focus groups with users completed	Implement plan and monitor faculty satisfaction with program	Plan complete and faculty participate	Continue conversations with faculty and staff on best practices for liaison program	Ongoing modifications made as necessary

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	Leverage ATC/Library Liaison program to increase library-academic department communication; inform appropriate faculty of relevant Archives and Special Collections resources	Continue to promote use of Archives and Special Collections resources; perform literature review and invite specific faculty to view and discuss special collections	Continue monitoring use of collections and promotion and outreach to departments occurring through liaison program	Make and distribute brochure describing key collections	Continue monitoring use of collections	Host faculty from WPI departments to show relevant collections and resources	Track use of collections by students and faculty by departments	Evaluate success of promotion of resources over previous 4 years/continue to encourage use through liaisons	Written report evaluating success
	Update and improve library's web pages	Work closely with WPI Web Office and library staff in implementation of Content Management System. Survey or request feedback from users. Define library CMS roles and responsibilities as needed.	Library site successfully moved to the Content Management System. Library CMS roles and responsibilities established. Library web site users satisfied with navigation and content.	Monitor and refine Content Management System roles and responsibilities for library Web site as needed.	Library Content Management System roles and responsibilities established.	Continue to seek user response to Web site. Adjust staff roles/responsibilities as needed.	Library web site users satisfied with navigation and content	Continue to seek user response to Web site. Adjust staff roles/responsibilities as needed.	Library web site users satisfied with navigation and content
Incorporate routine assessment practices into service delivery	Continue close affiliation with IT department under new organizational structure	Work with the CIO and IT managers to ensure that library interests and needs are reflected in IT planning.	IT division planning is updated and library elements supported	Work with the CIO and IT managers to ensure that library interests and needs are reflected in IT planning.	IT division planning is updated and library elements supported	Work with the CIO and IT managers to ensure that library interests and needs are reflected in IT planning.	IT division planning is updated and library elements supported	Work with the CIO and IT managers to ensure that library interests and needs are reflected in IT planning.	IT division planning is updated and library elements supported
	Identify tools that provide community feedback and directions for future planning	Compare WPI results with other institutions also surveyed during 2009-10 to identify any trends and suggest improvements	Comparison completed, changes and improvements recommended to appropriate university managers	Solicit feedback from library advisory groups on changes made to services or policies as a result of MISO information	Feedback collected, further adjustments planned	Consider deploying MISO again, and evaluate other options	MISO (or equivalent investigated)	Deploy MISO or equivalent evaluation tool	Assessment tool deployed
	Identify tools that provide community feedback and directions for future planning	REVISED. NEASC visit in FY2012. Library plays an active role in the WPI NEASC site visit.	REVISED. NEASC visit in FY2012. Site visit is completed and library was part of the process, in collaboration with other departments in the IT division.	REVISED. Library plays an active role in the WPI NEASC site visit.	REVISED. Site visit is completed and library was part of the process, in collaboration with other departments in the IT division.	Process repeats in 2015 with next update.	Process repeats in 2015 with next update.	Process repeats in 2015 with next update.	Process repeats in 2015 with next update.
	Develop and implement program of ongoing training evaluation and assessment for reference services and transactions	Incorporate routine assessment practices into service delivery	Implement program of assessment for reference transactions: data collected and reviewed; improvements needed addressed with staff training.	Incorporate routine assessment practices into service delivery	Implement program of assessment for reference transactions: data collected and reviewed; improvements needed addressed with staff training.	Incorporate routine assessment practices into service delivery	Implement program of assessment for reference transactions: data collected and reviewed; improvements needed addressed with staff training.	Incorporate routine assessment practices into service delivery	Implement program of assessment for reference transactions: data collected and reviewed; improvements needed addressed with staff training.
	Generate Information Literacy awareness and form partnerships that promote development of systemic information competencies across the curriculum	Promote information literacy to faculty and key stakeholders	Review and continue implementation of assessment plan	Assessments performed, data analyzed, revisions based on findings; information shared with stakeholders and/or community	Incorporate routine assessment practices into instructional program delivery	Implement program of assessment for instructional programs: data collected and reviewed; improvements needed addressed with staff training.	Incorporate routine assessment practices into service delivery	Implement program of assessment for instructional programs: data collected and reviewed; improvements needed addressed with staff training.	Incorporate routine assessment practices into service delivery

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Strategic Direction	Goals and objectives	2011 Activity	2011 Measurement	2012 Activity	2012 Measurement	2013 Activity	2013 Measurement	2014 Activity	2014 Measurement
	Seek participation in faculty discussions of curricular change and development to ensure that adequate library resources are available	Library plays an active role in identifying resources needed to support new and revised courses, programs, and degrees.	Library produced data is valuable for university decision making	Library collection assessment data introduced to faculty committees and used as part of course development process	Library produced data is valuable for university decision making	Librarian continues involvement with Committee on Academic Operations and other university committees sharing library data	Library produced data is valuable for university decision making	Librarian continues involvement with Committee on Academic Operations and other university committees sharing library data	Library produced data is valuable for university decision making
	Assess information literacy of WPI Students	Develop assessment plan for current offerings and to understand the state of information literacy at WPI; continue to explore areas of inclusion in standardized tools used by WPI (alumni surveys, senior surveys, First Year surveys, etc.); implement components of assessment plan	Parts of assessment plan piloted, data analyzed, and changes to Information Literacy curriculum outlined	Changes to Information Literacy curriculum incorporated and continuation of the Information Literacy assessment cycle	Assessment plan piloted for AY 2012	Evaluation of Information Literacy Program continues, staff monitor national, regional, and local best practices for new ideas and methods	Evaluations and benchmarking continue to provide valuable data for decision making	Evaluation of Information Literacy Program continues, staff monitor national, regional, and local best practices for new ideas and methods	Evaluations and benchmarking continue to provide valuable data for decision making
Redesign spaces in creative ways	Complete implementation of information commons	Program planning and construction to be completed	Construction complete, information commons open and operational	Evaluation of services and operations of the information commons begins	Evaluation underway	NEW-Planning for additional changes or new services begins. Second phase of Info Commons renovation begins	NEW-Construction completed.	Changes identified in planning are evaluated and funding sought for their implementation	Plans completed
	Incorporate art and color into library building	Activities to support addition of art in the library undertaken and resources for funding identified	Changes to library incorporating art and color implemented	Planning for ongoing projects supporting the arts and community involvement continue	Support for ongoing projects obtained and projects continue	Expansion of arts program planned	Expansion completed	Arts program continues	Plans completed
	Investigate mobile furniture and other flexible options for space	Identify vendors and options for installing new furniture, develop plan for financial support	Vendors identified and plan developed	Obtain financial support and implement first components of plan for new furniture	Funding obtained or further work necessary to gain support	Obtain financial support and implement additional components of plan for new furniture	Funding obtained or further work necessary to gain support	Review library plant to identify other necessary upgrades or replacements	Upgrades or replacements identified
	Create permanent display locations in library to celebrate WPI innovators	Seek funding for construction	Funding secured	Display units are constructed and displays created	Displays are installed	Analyze impact of installation and make decision on whether exhibit should be long term temporary or permanent	Decision is made for exhibition to be temporary (changing every couple of years) or permanent	If temporary, plan for changes to exhibition in 2014 based on new gifts to Archives from innovative alumni	Exhibition installed
	Investigate new ways to distribute technology throughout the building - monitors, wiring, etc.	Identify vendors and options for installing new technology, develop plan for financial support	Vendors identified and plan developed	Obtain financial support and implement first components of plan for new technology	Funding obtained or further work necessary to gain support	Obtain financial support and implement additional components of plan for new technology	Funding obtained or further work necessary to gain support	Review library plant to identify other necessary upgrades or replacements	Upgrades or replacements identified
Optimize financial resources	Improve and refine budget tracking	Expand library staff knowledge and involvement in budget planning and tracking to increase levels of accountability and engagement	Budget tracking processes are improved and budget savings are increased wherever possible	Seek advice for new methods of cost saving and sustainable funding from advisory committee and other appropriate sources	Input and advice gathered to improve planning and strategic management	Monitor strategic goals and seek feedback from all stakeholders on a regular basis	Input and advice gathered to improve planning and strategic management	Monitor strategic goals and seek feedback from all stakeholders on a regular basis	Input and advice gathered to improve planning and strategic management
	Seek support and funding for core library services and resources	Create projections and scenarios for budget planning using zero based budget models	Projections completed and data available for improved decision making	Comply with annual budget cycle processes	Budget requests submitted and budget tracking is ongoing	Comply with annual budget cycle processes	Budget requests submitted and budget tracking is ongoing	Comply with annual budget cycle processes	Budget requests submitted and budget tracking is ongoing

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	Develop new strategies for negotiating with vendors	Expand research on vendor options, explore best practices at national, regional, and local level	Research completed and new options identified	Explore options for regional or state collaborations on services and resource sharing	Options identified, recommendations outlined	Ongoing evaluation of services, monitoring of peer institutions, and trends for best practices data collected	Data collected and procedures or policies adjusted to accommodate recommendations	Ongoing evaluation of services, monitoring of peer institutions, and trends for best practices data collected	Data collected and procedures or policies adjusted to accommodate recommendations
	Investigate and apply for grants as appropriate	Ensure update to long range plan on file with MBLC. Either implement grants received or renew applications	Update to MBLC plan filed	Ensure update to long range plan on file with MBLC. Either implement grants received or renew applications	Update to MBLC plan filed	Ensure update to long range plan on file with MBLC. Either implement grants received or renew applications	Update to MBLC plan filed	Ensure update to long range plan on file with MBLC. Either implement grants received or renew applications	Update to MBLC plan filed
	Investigate the creation of a library (Or IT) advisory committee under Development and Provost Office direction	Plan next steps accordingly based on level of support and interest	Plan developed for this initiative - feedback and input sought and obtained	Form advisory committee, create charge and invite founding members to participate	Committee created and planning for initial activities developed	Advisory committee meets regularly and provides valuable feedback	Committee feedback on activities and progress is favorable	Advisory committee meets regularly and provides valuable feedback	Committee feedback on activities and progress is favorable
	Identify collaborative projects	Plan next steps accordingly based on level of support and interest	Plan developed for this initiative - feedback and input sought and obtained	Collaboration with outside groups (WPL, Antiquarian Society, etc.) ongoing	Feedback collected, further adjustments planned	Collaboration with outside groups (WPL, Antiquarian Society, etc.) ongoing	Feedback collected, further adjustments planned	Collaboration with outside groups (WPL, Antiquarian Society, etc.) ongoing	Feedback collected, further adjustments planned

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	Explore internal and external sources of additional funding	Explore endowment opportunities working with staff from Development Office	Strategy for identifying donors is created	Begin communications and stewardship activities for potential library donors	Relationships established with at least two potential donors	Continue outreach and growth for cultivating potential donors	Relationship building underway and contacts made for donors	Continue outreach and growth for cultivating potential donors	Relationship building underway and contacts made for donors
	Investigate grant funding sources for special projects	Review library grant options and continue to investigate possible opportunities	Determine specific direction for grant applications and focus efforts on grant writing	Identify grant opportunity and write at least one application	One new grant application submitted	Proceed with work identified in grant application if successful	Continue application process if needed, or complete work to fulfill grant application	Proceed with work identified in grant application if successful	Continue application process if needed, or complete work to fulfill grant application
Preserve collections to support curriculum and scholarship	Continue ongoing digitization projects	Evaluate how to complete digitization of Dickens serialized novels to complete Project Boz (titles not owned by WPI)	Develop Project Plan for completion of Project Boz	Apply for funding to complete digitizing and metadata creation for Dickens; or scan in house if that is recommended in the plan	Digitization begun	Complete digitization and ingest of digital titles into library digital collections system	Project is complete		
	Continue ongoing digitization projects	Evaluate how to proceed with completing digitization of Theo Brown Diaries. Move Theo Brown collection from unsupported Apple hardware to WPI-supported Linux server and storage as a temporary measure. Investigate options for relocation of Theo Brown to a permanent home as part of a larger digital asset management plan.	Develop Project Plan for Diaries, including moving digital collection to new platform	Apply for funding to complete digitizing and metadata creation for Brown diaries. Identify volumes needing treatment prior to scanning.	Repair 16 volumes prior to scanning to minimize damage	Begin digitizing and metadata creation for Diaries	8 volumes digitized	Continue digitizing and metadata creation for Diaries	Complete digitization of Diaries and ingest into digital system
	NEW-Develop project to digitize WPI Archives collections			NEW-Investigate options for digitizing through Lyrasis Mass Digitization program and/or BPL/Internet Archive; develop plan to digitize materials like yearbooks, student newspapers, course catalogs, and photographs	NEW-Contracts are established with agencies and work has begun on digitizing from original documents or microfilm	NEW-Continue digitizing and establish plan for getting digital objects online	NEW-Some years of WPI student newspapers, yearbooks are online through WPI institutional repository, DigiTool or other digital system	NEW-Continue digitizing and metadata creation for WPI Archival collections	NEW-WPI student newspapers and yearbooks are online.
	Develop new digitization projects to make collections available to a wider community of scholars	Develop cooperative project with local institutions to preserve and make accessible printed materials relating to the history of Worcester. Share information on Worcester materials held by WPI and other institutions	Identify partners and work with institutions to prioritize and plan project	Meet with prospective partner to discuss scope of project and possible funding sources	Project plan ready for implementation in 2012	NEW-Complete pilot testing of digital repository products/services	NEW-Testing completed	Assemble project team to investigate appropriate approach for preserving and/or digitizing nineteenth century serial titles in Founders	Apply for funding
	Strengthen preservation policies and practices for print and electronic collections	Identify and access areas of Special Collections in need of conservation treatment	Treat ca. 100 items from Special Collections	Survey print collection of nineteenth century scientific periodicals in Founders	Produce condition report on nineteenth century serials	Survey other collections as needed	Produce condition reports as surveys completed	Survey other collections as needed	Produce condition reports as surveys completed

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	Ensure appropriate disaster planning for the Library	Conduct disaster training for all staff	Schedule and execute disaster training	Conduct annual update of Disaster Plan	Disaster Plan up to date	Conduct annual update of Disaster Plan	Disaster Plan up to date	Conduct annual update of Disaster Plan	Disaster Plan up to date
	Organize, assess condition and value, and document Gordon Library art collection	Establish a plan for the art collection ; Begin to survey art collection ; determine storage needs	Plan is created ; Records for some art materials in database ; storage needs assessed	Continue surveying collection ; prioritize conservation needs	Records for some art materials in PastPerfect database;	Complete surveying collection ; begin conservation treatments as budget allows	database up-to-date; conservation begun; storage solutions begun	Continue conservation treatments; create proper storage units	35% of art collection is assessed, treated, and stored
	Maintain digital collections once they are created	Maintain current standards, such a improvements in PDF/A, and work with CCC to see that they are in place	Analyze longevity of preservation copies of images stored in DigiTool	Files are analyzed	Investigate preservation standards for digital collections	Investigation of at least 3 options for further preservation completed	Plans developed for long-term preservation of digital materials	Implement first steps in plan for long term preservation	Implementation complete
Ensure building provides safe, secure, functional and attractive environment for people, materials, and equipment	Communicate regularly with Campus Police and Plant Services	Continue regular meetings with Plant Services and Campus Police personnel	Better record of cleanliness and safety than in 2010.	Plan for assessment of these services seeking staff and student feedback, continue communications with these offices	Plans are implemented and routine communication established. Better record of cleanliness and safety than in 2011.	Continue regular meetings with Plant Services and Campus Police personnel	Better record of cleanliness and safety than in 2012.	Assess services and provide feedback to Plant Services and Campus Police	Feedback gathered and provided to Campus Police and Plant Services. Better record of cleanliness and safety than in 2013.
	Improve accessibility for the disabled	Develop ongoing system of evaluation for services and resources for students with disabilities, including financial support to maintain equipment	System and support developed	Implement plan to support students with disabilities and monitor satisfaction	Plan implemented and ongoing assessment begins	Monitor satisfaction with implementation and services	Assessment ongoing	Monitor satisfaction with implementation and services	Assessment ongoing
	Continue to work with Facilities to monitor building infrastructure (i.e. windows) and mechanical services (HVAC)	Plan to complete evaluation and identify critical systems developed, contractor engaged	Contractor completes evaluation and report submitted to WPI	Create plans for upgrade and/or replacement of aging or failing systems, seek support for funding to complete the plans	Plans for upgrades and/or replacement of aging and failing systems submitted to university management	Continue planning for upgrades or replacement as needed	Upgrades made as necessary, or additional support solicited to assist in obtaining funding	Continue planning for upgrades or replacement as needed	Upgrades made as necessary, or additional support solicited to assist in obtaining funding
	Take appropriate action to ensure the proper storage of library materials by monitoring environmental conditions in Gordon Library and Founders Storage to determine adherence with recommended levels for Temperature and Relative Humidity	Investigate and secure funding for installation of dehumidifier in Archives vault area	As finances allow purchase and implement monitoring equipment to determine temperature and relative humidity conditions	Improve building environment as much as possible with current fiscal situation	Monitor environmental conditions in Gordon Library and Founders Storage to determine adherence with recommended ranges of temperature and relative humidity for storage of library materials	Graph results from environmental monitor	Continue to monitor environmental conditions in the Gordon Library	Graph results from environmental monitor	Continue to monitor environmental conditions in the Gordon Library
	Support administrative work of the university by preserving and providing access to university records	Reduce backlog of materials to be processed in Special Collections and Archives	Reduce backlog of photographs	Process 500 photographs	Inventory all objects in collection; relate objects to available documentation	Accessible physical collection of objects; printed and electronic inventory/objects entered in database	Inventory all art work in collection; relate art to available documentation	Accessible physical collection of objects; printed and electronic inventory/objects entered in database	Compile complete inventory of objects and art work for compliance officer
	Support work of Development, Marketing, and other Administrative Offices.	Complete processing of Presidents papers Process 5 Presidents' papers	Accessible papers for all presidents up to current president Total of 6 Presidents' papers processed	Complete processing of backlog of Marketing and Communications records	All Marketing and Communications records processed and accessible	Complete processing and provide online finding aids for manuscript collections	Accessible manuscript collections and online finding aids	Process and make accessible more record groups	Finding aids for most record groups
	Ensure proper retention and access to digital records created by the university					NEW-Investigate campus records management policy adoption process	NEW-Identify process and next steps		

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	Develop recommendations for university records retention based on legal precedent					NEW-Investigate campus records management policy adoption process	NEW-Identify process and next steps		
Process manuscript collections and other materials and provide access to collections to students, faculty and researchers		Maintain basic services; process video game collections, Morgan Company Archives, Pearsall Collection	Accessible finding aids for video game collections, Morgan Company Archives, Pearsall Collection	Maintain basic services, properly house, store, provide finding aids for all WPI building and grounds plans; convert remaining MS finding aids into PastPerfect	All building and grounds plans properly stored and accessible; finding aids accessible for all processed MS collections	Maintain basic services; process department records	Finding aids available for records of WPI departments	Inventory Record Group and Manuscript collections and evaluate storage spaces with possible re-organization of space	Records inventory and space plan