The Naval War College Library Strategic Plan

AY 24-25

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U.S. Naval War College Library AY 24-25 Strategic Plan

The Naval War College (NWC) Library is aligned in its mission with the values and strategic plan of the College and articulates its own unique vision for the Library's future. This year's Strategic Plan builds on the Library's professional expertise and foundation, stands ready to address emerging challenges, and actively creates opportunities to serve and collaborate with the NWC Community.

Mission

The Library's mission is to provide comprehensive resources and services in support of the College's learning, research, and teaching needs.

To carry out this mission, the Library commits to:

- Partner in the educational mission of the institution to develop and support information-literate learners;
- Understand the learning, research, and teaching needs of both resident and distance education students and faculty;
- Develop and maintain physical and virtual spaces, collections, and discovery layers that enable learning, research, and knowledge exchange;
- Measure and assess learning spaces:
- Collect information literacy learning outcomes;
- Collaborate with other libraries and archives in the Naval University System to share and conserve resources;
- Ensure that materials of enduring value are preserved and made accessible;
- Continue evolving the information ecology of the Learning Commons by developing activities and aligning spaces to match user needs.

Vision

Since the founding of the Naval War College, the Library has served as a partner in research and education. It provides access to information; instruction on how to find, filter, and produce information; and empowers students, faculty, and staff to create, share, curate, and reflect on their learning and research.

We focus our attention on the Library as a center of research, learning, discovery and information exchange; a place where new knowledge is created. The Library is no longer viewed as an information warehouse, but rather, an ecosystem where librarians give serious thought to how humans interact with each other and with information in physical spaces and online environments.

It is our resolve to remain an inviting space at the center of the Naval War College, where anyone with questions can come to find answers; to ensure credible, accurate, and relevant information continues to flow into our Library's collections; and to provide learning spaces where intellectual activity, curiosity, and collaboration generate the creation, dissemination, preservation, and sharing of knowledge.

Lori Brostuen
Interim Library Director
28 June 2025

Priorities

The thrust of this year's resource allocation is on the life cycle of research and learning, including the relationship between librarians, researchers seeking information, and the information itself.

- Our Infrastructure and Content Department focuses on making the highest and best use of Alma, continuing to optimize workflows in acquisitions, collection development, resource management, and analytics.
- Our Classified Library ensures holdings are accurately reflected in the Library's classified online bibliographic catalog by updating bibliographic records in Symphony, monitoring security classification changes and offering classified support to the curriculum as requested.
- With a formal program statement for Information Literacy complete, our Research and Instruction Librarians focus on building their Information Literacy resources and services and partnering with academic departments in a variety of ways, including course-based integration and faculty collaboration.
- Our Access Services Department. will free up 9,000 linear feet of shelving and shift 162,514 physical items to make room for the archival collection.
- Our Library staff will relocate from the beehive to the northwest corner of the Main Level of the Learning Commons. The Library will thoughtfully reconfigure each level of our space.

Themes

Information discovery, knowledge creation, and the open and free exchange of ideas encapsulate the purpose of the NWC Library as the creative center of research and learning on campus. The Library staff embraces these various roles as part of their responsibility to the College. In support of this understanding, the Library's planning continues to revolve around five strategic areas of focus. In AY 24-25, we organize our goals and objectives around these five lines of effort:

1. Information Discovery
2. Information Analytics
3. Information Resources
4. Information Stewardship
5. Learning and Research

Goals and Objectives

GOAL 1: Information Discovery

Our discovery priorities for AY 24-25 focus on maintaining accuracy of holdings and optimizing Alma/Primo. Activities include making the NWC Library's electronic resources collections more discoverable to the NWC Community via the Library's discovery system, knowledge base, link resolver, online catalog, and website.

Objective 1.1 Continue developing a Library system that incorporates the collections of several NWC Resource Centers.

Objective 1.2 Digitize select student papers housed in Classified Library.

Objective 1.3 Maximize our use of the Alma/Primo Library Services Platform (LSP) by exploring its relevant applications in operations, analysis, and planning, and determining how to use these applications efficiently and effectively.

AY 24-25 Goal 1 Action Items

AY24 Action Item 1.1: Add Metadata (Bib, Holdings and Item records) to Alma for CMSI serials that are located both in the Library stacks and in CMSI. Complete 25% by the end of June 2025. (Bill)

AY24 Action Item 1.2: Beginning in February 2025 when our next contract starts, schedule regular consulting hours with ExLibris to review workflows and troubleshoot questions. Solicit questions from Library staff quarterly and share information from consulting hours in a written summary report by June 30. 2025. (Susie)

GOAL 2: Information Analytics

Our analytics priorities for AY 24-25 continue to focus on making the highest and best use of analytics in the new Library Service Platform and exploring student information behavior through citation analysis.

Activities include reporting, manipulating, and evaluating input and output measures related to Library electronic resource selection and use; collection development effectiveness, and assessing student learning outcomes.

Objective 2.1 Revise the verbiage used in the NWC student graduation surveys to more accurately reflect services provided by the Library.

Objective 2.2 Advance our understanding of Library usage and users by reviewing current metrics, such as the ACRL Benchmark Survey, Primo search analytics, methods of collecting data, and running statistical analysis.

Objective 2.3 Collect quantitative and qualitative data to make possible a deeper understanding of user interaction with and a valuation of Library services and collections.

Objective 2.4 Consider NEE's (Naval Education Enterprise) peer benchmarking needs and find better ways to communicate and display key metrics related to internal decision-making.

AY 24-25 Goal 2 Action Items

AY2 Action Item 2.1: Track assessment of Library instruction. Collect quantitative and qualitative feedback from Library workshop attendees. Monthly: Submit to deputy Library director report. Submit a quarterly summary due 30 September, 30 December, 30 March. Annual assessment of instruction. Include all data collected during the appraisal year summarized in a document sent to deputy and director by 30 June 2025. (Gina)

AY24 Action Item 2.2: By end of May 2025, produce a Library Annual Report covering FY24 of at least two pages, including Key Performance Indicators (KPIs) identified bv Assessment Team. (Beth)

GOAL 3: Information Resources

This strategic area of focus is concerned with building collections, collection management, and with enhancing information resources through developing new ways of storing, organizing, finding, retrieving, and linking the growing amount of information available to our faculty, staff, and students.

Our Information Resources priorities for AY24-25 include exploring downgrading of classified materials, further development of our Copyright Office and its programs and services, further development of evidence-based acquisitions, and continuing transformation of the print government document collection into a digital collection.

Objective 3.1 Design, develop, and implement a classified Library website to enhance access to the networked catalog and other classified resources and materials.

Objective 3.2 Continue transitioning from the legacy print Federal Depository Library Program (FDLP) to online following the 5-year plan.

Objective 3.3 Systematically identify and review the security classification of all restricted papers.

Objective 3.4 Examine how we meet mission in a virtual environment, and increase student, faculty and staff engagement with our virtual Library environment by increasing our presence on the NWC website

Objective 3.5 Explore methods of incorporating evidence-based decisions in collection development.

Objective 3.6 Removal of Law of the Sea documents from Classified Library.

Objective 3.7 The Classified Library will comply with Executive Orders. (ex. EO 13526)

Objective 3.8 Draft education materials for copyright understanding.

Objective 3.9 Inventory entire Library print collection.

AY 24-25 Goal 3 Action Items

AY24 Action Item 3.1: Coordinate with the Strategic Operational Research Department (SORD) the accession and cataloging of 500 classified research documents. Report progress to the Acting/Interim Director every 6 months. (Wendy K.)

AY24 Action Item 3.2: Modify 2,000 bibliographic records for print items adding security classification information and downgrading instructions to the 355 field of the MARC record for secret and confidential materials by 30 June 2025. (Lydia)

AY24 Action Item 3.3: Continually process print items in the Classified National Security Information (CNSI) classification SECRET/CONF that have clearly printed downgrading instructions on the document by 30 June 2025. Submit quarterly progress reports to Head, Classified Library. (Wendy S.)

AY24 Action Item 3.4: Complete implementation of year five of the Federal Depository Library Program (FDLP) plan by 30 June 2025. Identify the titles we are keeping in the collection from the remaining 1,000 items and inform the Head Cataloger that they are ready to be classified in the Library of Congress Classification scheme (LC) and recataloged if necessary. Begin FDLP process to weed the remaining titles. (Brenda)

AY24: Action Item 3.5: Recatalog or weed FDLP items identified for processing by the Acquisitions Librarian by-30 June 2025. (Lydia)

AY24 Action Item 3.6: Revise the draft proposal for conducting a systematic review of the Library's monographic collection (print and eBook) to assess where we have gaps in our collection by 30 June 2025. (Brenda)

AY24 Action Item 3.7: Reconfigure the Library's landing page as a LibGuide to be used as an information access point and marketing tool. (Quarterly updates, 30 Sep 2024; 30 Dec 2024; 30 March 2025, 30 June 2025. (Julie)

AY24 Action Item 3.8: Coordinate with the Stockton Center for International Law to relocate Law of the Sea collection with quarterly updates to Deputy Director by 30 June 2025. (Wendy K.)

AY 24 Action Item 3.9 Support the Connolly Hall renovation by participating in space planning discussions and decision-making, preserving Library mission critical requirements. Provide all requested material by established deadlines. (Lori)

GOAL 4: Information Stewardship

Our Information Stewardship priorities for AY 24-25 include institutional repository development, implementing a Library records management program; expanding and improving preservation, weeding, collection development, duping, fulfillment, document delivery, and reserves. The Library's office and stack space is being reconfigured and a large scale move is planned for late 2024-2025.

Objective 4.1 Consult on College-wide project to develop and implement a comprehensive index of faculty publications.

Objective 4.2 Digitize the Gray Audograph recordings currently housed in the Classified Library.

Objective 4.3 Implement a classified federal records management program in partnership with the NWC Records Manager.

Objective 4.4 Start an ongoing digitization program in the NWC Library to support long-term preservation of relevant, at-risk print materials.

Objective 4.5 Dedupe periodical collections by comparing holdings in all formats.

Objective 4.6 Decide whether to keep or remove the 19th and early 20th century leather bound journals. Establish criteria for retaining or discarding. Properly rehouse the journals that are kept.

Objective 4.7 Participate in state, regional, and national digital Library projects that promote and enable greater access to and preservation of rare and at-risk materials held in the Henry E. Eccles Library.

Objective 4.8 Facilitate the reallocation physical of space in the Learning Commons to make room for the Archives.

AY 24-25 Goal 4 Action Items

AY 24 Action Item 4.1: Create a location code named NWC Classified Research in the Classified Library's online catalog and reassign that location to up to 1,000 documents. (Lydia)

AY 24 Action Item 4.2: Review 500 classified RAND and CNA documents for conversion to electronic access points in the Classified Library's online catalog by 30 June 2025. (Laina)

AY24 Action Item 4.3: Collaborate with OCLC Greenglass to ingest NWC data into the Greenglass tool and configure it for NWC use. Train Librarians on this tool within 2 months of going live, so they can make informed retention and withdrawal decisions in support of the Library's collection development/weeding project. 30 June 2025 (Beth)

AY24 Action Items 4.4: Weed approximately 35,000 items from the Library's general collection using existing collection development criteria.

AY24 Action Item 4.5: Reconfigure the Library's collection on all levels in order to make 9,000

square feet of shelving available for the Archives, which involves shifting 187,000 physical items, and to make room for the new Library staff offices on the Main level.

GOAL 5: Learning, Research and Outreach

AY 24-25 Learning, Research and Outreach plans focus on providing leadership in the promotion of research, critical thinking, and professional development throughout the College.

Objective 5.1 Develop Information Literacy teaching content emphasizing the "Authority is Constructed and Contextual" framework of the Association of College & Research Libraries' Framework for Information Literacy.

Objective 5.2 Increase and enhance online tutorials, digital learning objects, course guides, research guides, and other materials to assist distance education and resident students in learning how to find and evaluate information.

Objective 5.3 Develop relationships with the Schools of Information Science at URI and Simmons University for the purpose of inviting graduate students to come to the NWC for their Professional Field Experience (PFE).

Objective 5.4 Expand embedded reference/research support for both resident and distance education students.

Objective 5.5 Create additional small study spaces for collaboration and information creation within the Learning Commons in order to solidify the Library as the center of learning at the NWC.

Objective 5.6 Optimize Library spaces to support student and faculty research.

Objective 5.7 Create a Faculty Impact Score to be used as a means to compare/measure the impact of each faculty member in their respective capacities as authors using citation analysis.

Objective 5.8 Continue to grow the Library's public relations and marketing efforts to increase the Library's visibility.

AY24-25 Goal 5 Action Items

AY24 Action Item 5.1: Attend a professional development event focused on teaching and present a briefing to the senior leadership team on; lessons learned, recommendations, next steps. Perform one presentation each quarter. (Gina)

AY24 Action Item 5.2: Increase the number and variety of online tutorials, digital learning objects, course guides, research guides, and other materials to assist distance education and resident students in learning how to find and evaluate information. Create two new learning objects by 30 June 2025.   (Gina)

AY24 Action Item 5.3: Update top ten existing research guides by 30 June 2025. (Gina)

AY24 Action Item 5.4: Refine rubric and scoring methodology. Continue faculty analysis. Inform Deputy Director of progress via written monthly updates 2025. (Gina**)**

AY24 Action Item 5.5: Create a controlled unclassified information (CUI) orientation and LibGuide as an introduction to and overview of NWC classified resources NLT 30 August 2024. (Wendy K.)

AY24 Action Item 5.6: Market the Scopus database and the importance of establishing an Open Researcher and Contributor ID (ORCID) number and author account to faculty. (Gina)

AY24 Action Item 5.7: An external academic institution environmental scan of peer and exemplary Library programs. (Lori)