

VCU Libraries

Strategic Action Plan

2023-2028

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Open and Affordable Course Content Funding

Required, Development Priority Goal (1/3)
[Alignment:](#) Q1, Q2; S1, S2, S3, S4, S5, S6, S7

Desired Outcome

Total donation of \$500,000 to begin an endowment to ensure continued and sustainable efforts to assist faculty in transitioning to open or free course content.

Realization

- Endowment funds to support the initiative, including staffing (e.g., student workers), maintenance of existing open educational resources (OER), and administration of annual Affordable Course Content Awards.

Timeline

Target Date	Goal
2028	Funding vested.

Friends of VCU Libraries Scholarship

Required, Development Priority Goal (2/3)

[Alignment](#): Q1, Q2, Q3; S1, S3, S4, S5, S7

Desired Outcome

Support students through annual scholarships, and provide opportunities for increased donor involvement.

Realization

- Growing the scholarship fund to the \$500,000 level.
- Ability to offer at least two scholarships annually, one for the MP Campus and one for the MCV Campus.
- Donor participation on the scholarship review committee.

Timeline

<i>Target Date</i>	<i>Goal</i>
2028	Funding goal met.

Transformational Spaces

Required, Development Priority Goal (3/3)

Alignment: Q1, Q2, Q3, Q4; S1, S2, S3, S4, S5, S7

Desired Outcome

Create inclusive and welcoming spaces that promote collaboration, innovation, knowledge synthesis, and creation while also encouraging holistic well-being for library users and employees.

Realization

- Reflection Room, Preservation enhancements, Workshop ventilation completed.
- Off-site storage facility construction complete.
- Materials relocated to off-site storage and available.
- Plans James Branch Cabell Library various renovations and progress on 1st and 3rd floor refresh completed.
- Health Sciences Library with plans for a new location or renovations.
- Use tools to assess employee physical environment and use collaborative planning for updating employee workspaces.

Timeline

<i>Target Date</i>	<i>Goal</i>
2024	Reflection Room, Preservation enhancements, Workshop ventilation completed.
2026	Off-site storage completed. Engagement in assessment related to employee spaces .
2027	Materials from HSL, JBC, and 500 AC moved to off-site storage.
2027-28	Materials available from off-site storage.
2028	Plans and progress for renovations and reconfigurations of JBC and HSL completed.

External Funding Activity

Alignment: Q3; S1, S2, S3, S4, S6, S7

Desired Outcome

Further innovate and advance VCU Libraries' standing as a teaching and research partner within the university and research library landscape by increasing externally funded research activity and partnerships:

Increase the number of grant applications and foundation asks, with a corresponding increase in the number of awards.

Continue working with VIVA to support Open and Affordable Course Content

Realization

- Establish clear expectations by library administration for external funding.
- Develop infrastructure for a sustainable grantseeking process.
- Increase total grant and foundation applications to at least 10 each year.
- Generate \$200,000 in VIVA external funding to support Open and Affordable Course Content.

Timeline

<i>Target Date</i>	<i>Goal(s)</i>
2024	Generate expectations for funding and develop infrastructure for a sustainable grantseeking process.
2028	<ul style="list-style-type: none">● Increase total grant and foundation applications to 10 per year.● Generate \$200,000 in VIVA external funding to support open and affordable course content (\$40,000/year over 5 years).

Advance Research through Equitable Discovery, Diverse Collections, and Sustainable Infrastructure

Alignment: Q1, Q2, Q3, Q4; S1, S2, S3, S4, S5, S6, S7

Desired Outcome

Provide and maintain diverse research-level collections that support the University’s academic programs, research agenda, health care, and outreach efforts. Support equitable discovery and access to all of our resources. Supply stable and sustainable infrastructure to support VCU Libraries and its communities.

Realization

- Benchmark holdings against Virginia R1 institutions and document the growth of content in the collection created by and representative of individuals of different cultural backgrounds, identities, abilities, and life experiences.
- Review and implement sustainable solutions for digital collections, systems, and resource sharing.
- Explore and outline a plan for VCU Libraries Research Data curation program, including personnel, systems, and storage offerings.
- Endorse the Cataloging Code of Ethics and incorporate it into performance goals and project management.
- Appraise, revise, and implement reparative and ethical resource description guidelines and frameworks for archival holdings.

Timeline

<i>Target Date</i>	<i>Goal(s)</i>
2023	<ul style="list-style-type: none">● Join AP Trust.● Explore future library authentication systems.● Determine replacement platform for Islandora.

2024	<ul style="list-style-type: none">• Determine renewal strategy for Scholars Compass.• Evaluate the future of sharing and delivery platforms.
2025	Determine research data curation and storage directions, including needed systems and personnel.
2028	Realize at least 2% year over year growth in monographic collections (FY 2021 to FY 2028) created by and representative of individuals of different cultural backgrounds, identities, abilities, and life experiences.

Transformative Learning Experiences and Internships

Alignment: Q1, Q2, Q4; S4, S6, S7

Desired Outcome

Provide and support engagement in a variety of experiential learning opportunities for VCU students that foster their career readiness and sense of belonging in the VCU and Richmond communities.

Realization

- Provide transformative learning experiences or internships that are paid or receive class credit.
- Actively reach out to transformational learning programs across VCU including vertically integrated projects such that they are able to amplify the success of their programs by including library resources and expertise.
- Ensure that this program is sustainable for VCU Libraries employees.

Timeline

<i>Target Date</i>	<i>Goal(s)</i>
2024-2028	<ul style="list-style-type: none">● Use student/hourly, grant or development funds to support Transformative Learning Experiences or internship positions.● Develop and promote a central web resource (libguide) to promote library support of transformational learning projects housed in other units.
2028	<ul style="list-style-type: none">● Develop planning and tools to create sustainable opportunities in Transformative Learning Experiences or internships.● Sustain and/or grow Transformative Learning Experiences or internship positions annually.

Advance Student Holistic Well-Being

Alignment: Q1, Q2, Q4; S1, S4,

Desired Outcome

Support VCU students' physical, emotional, social, and financial wellness to position them for academic success. This outcome is inclusive of all students--undergraduate, graduate, and professional students.

Realization

- Sustain funding for the StudyWell initiative, meeting or exceeding \$5,000 annually, to support student-focused events.
- Maintain average attendance at StudyWell events (10-15 people per event).
- Evolve outreach strategies, services, and teaching techniques for differently abled students and/or those who identify as part of traditionally marginalized groups.

Timeline

<i>Target Date</i>	<i>Goal(s)</i>
Sustained	<ul style="list-style-type: none">● Maintain funding for the StudyWell initiative, meeting or exceeding \$5,000 annually.● Maintain average attendance at StudyWell events (10-15 people per event).
2024	<ul style="list-style-type: none">● Refine StudyWell portfolio of events to advance student well-being based on student feedback.● Define priority groups for enhanced outreach and services.
2026	<ul style="list-style-type: none">● Create briefs describing outreach strategies and initiatives devoted to prioritized groups.● Strengthen partnerships with campus groups also focused on advancing student well-being to enhance programming and services.

	<ul style="list-style-type: none">• Develop and integrate teaching techniques that offer multiple ways for students to communicate and participate in classes.
2028	<ul style="list-style-type: none">• Continue to evolve library spaces to support student well-being (i.e., completion of Reflection Room, replacement of dated/uncomfortable furniture as part of Refresh project).• Qualitative and quantitative feedback from students indicating positive perception/impact of programming and services as contributors to well-being and belonging.

External Community Engagement

Alignment: Q4; S3, S4, S5, S7

Desired Outcome

Provide engaging programming and access to resources and information that fosters community connections and learning.

*For this goal, we are using the definition of community engagement from the Carnegie Elective Classification for Community Engagement: "Community engagement describes collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity." VCU received the Carnegie Foundation Community Engagement Classification in 2015.

Realization

- Grow and sustain attendance at VCU Libraries sponsored lecture series with speakers giving valuable and engaging talks.
- Collaborate with non-profit organizations and groups external to VCU, including public libraries, health departments or other community groups, to promote health and wellness information access.
- Create a sustainable exhibitions and programming model in Special Collections and Archives that enhances awareness of, access to, and highlights our unique and distinctive collections.

Timeline

<i>Target Date</i>	<i>Goal(s)</i>
2023	<ul style="list-style-type: none">● Convene/Charge VCU Libraries Events Programming Committee.● Develop experience survey for use at VCU Libraries sponsored lecture series.
2024	<ul style="list-style-type: none">● Identify opportunities for VCU Libraries' to partner with university-community engagement.

	<ul style="list-style-type: none"> • Develop an exhibition and programming model in Special Collections and Archives and work with key stakeholders to finalize processes and pilot the model.
2025	Launch VCU Libraries sponsored lecture series focus group to understand lecture series impact and interest better.
2026/7	Assess sustainability and reach of Special Collections and Archives exhibitions and programs, make adjustments, and fully implement the program.
2028	Increase grant funding for Health and Wellness Library community engagement efforts with an external group.

Foster a Healthy and Successful Learning Organization

Alignment: Q1, Q4; S1, S5, S6

Desired Outcome

Foster a successful learning organization that prepares all employees to meet the challenges of the academic library of today and for the future while also maintaining employee health and well-being.

Realization

- Utilize principles of shared governance to encourage employee engagement for professional development and service opportunities.
- Explore assessment options that provide insights into the status of employee health and well-being and use results to implement opportunities to advance employee well-being.

Timeline

<i>Target Date</i>	<i>Goal(s)</i>
2023	<ul style="list-style-type: none"> • Formation of a Staff Organization using principles of shared governance. • Develop career pathing opportunities for UAP staff within the library.
2024	<ul style="list-style-type: none"> • Provide training and support for managers to advance career development as well as advance their own careers through skills development. • Implement staff career pathing opportunities to be included in annual performance management plans.
2025	<ul style="list-style-type: none"> • Deploy assessments such as ClimateQual to gauge employee health and wellbeing. • Explore the results and operationalize findings as appropriate.

Strategic Alignment Key

Alignment with the VCU Quest 2028 Strategic Plan and VCU Libraries Strategic Framework 2028 is provided for each Strategic Action Plan Goal using the following abbreviations:

VCU Quest 2028

Q1	Diversity Drives Excellence
Q2	Student Success
Q3	Research and Innovation to Address Societal Challenges
Q4	Thriving Communities

VCU Libraries Strategic Framework 2028

S1	Promote Learning and Teaching Success
S2	Advance Research, Collaboration and Discovery
S3	Foster Scholarly and Creative Expression
S4	Invigorate Collaboration and Intellectual Pursuit
S5	Improve Health and Well-Being
S6	Develop VCU Libraries Staff
S7	Steward our Assets Strategically

Stakeholder Groups

[A full list of Stakeholders consulted for feedback is available.](#)