



UNIVERSITY OF  
**CENTRAL**  
**ARKANSAS™**

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TORREYSON  
LIBRARY

## **Torreyson Library Strategic Plan: 2018-2022**

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## Introduction

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Torreyson Library plays a central role in supporting the university by providing resources, services, and information literacy instruction to ensure student success. The library has significant strengths in its staff, facilities, technology, and services. We continue to investigate ways to preserve and enhance these strengths while also preparing to meet future challenges. In March 2017, Torreyson Library embarked upon a new long-term planning process, intended to complement and advance the University of Central Arkansas (UCA) Strategic Plan for 2017-2022.

The planning process was conducted in four phases. Working groups, consisting of library faculty and staff, explored library literature, envisioned the ideal future library, and considered what would be needed to realize that future. In the last phase, the Steering Committee merged the vision and recommendations from the working groups to create strategic goals, objectives, and actions. The Steering Committee also identified a set of guiding principles common to all of the shared goals and applicable to all of the objectives outlined in the planning documents.

This plan provides a foundation document for Torreyson Library and is built upon a strong vision, guiding principles, clear goals, and realistic objectives that reflect the university's core values. This strategic plan will position the library to expand its crucial role in educating students, supporting scholarship, creating learning opportunities, and supporting the mission of UCA.

## Guiding Principles

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*These principles are informed by the university's core values, the American Library Association's standards, and Arkansas state laws.*

**Accessibility:** We strive to provide equitable access to resources, services, and facilities for all user populations.

**Assessment:** We engage in strategies of measurement and benchmarking to ensure resources, services, and facilities support campus goals for student success and retention.

**Diversity:** We value the needs, cultures, abilities, and experiences of all individuals, encouraging civility and open discourse in our facilities, collections, services, and people.

**Sustainable Innovation:** We employ flexible, responsive, and agile approaches to all aspects of library operations and planning in order to adapt to a rapidly changing information environment.

**Ethics & Privacy:** We observe ethical principles and respect individuals' right to privacy in all our policies, procedures, and services.

## Torreyson Library Vision Narrative 2025

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*The vision narrative is written in the present tense from the future perspective of someone seeing Torreyson Library in the year 2025 when our strategic goals have been accomplished.*

**Library operations are informed by continued strategic planning with a foundation of ethical standards that incorporate accessibility, assessment, diversity, privacy and sustainable innovation.** The library coordinates with campus partners and professional organizations for a sustained effort of strategic planning and a formal integration of ethics standards into library operations. These initiatives have reinforced the library's key role in the university and the community at large.

**The library is a flexible, responsive, and agile organization that provides critical support for student success and retention.** The library proactively strives to ensure that instruction and resources are provided in a way that all UCA community members can access them. We promote the value of teaching information literacy and digital literacy skills throughout the UCA community and carefully design instructional strategies based on student needs. Instruction is provided using a variety of methods, formats, and venues. Courses at all levels incorporate information literacy resources within their curricula. We continue to assess student knowledge and learning in order to refine and improve our instruction methods. Collaborations with campus and community partners allow us to increase student learning and engagement, participate in resource sharing, assess library services, and connect with future students.

**Diverse, quality, and discoverable educational resources contribute to student success and foster access for the community at large.** Assessment data is used to make informed resource purchases and demonstrate the integral relationship between the library and student success. We have streamlined systems and strategies for managing and facilitating discovery of physical and electronic resources, coordinating with other libraries, consortia, and partners to extend and preserve access and share costs. Torreyson Library continues to enhance and expand access to archival resources. Additionally, we work with teaching faculty to incorporate library materials, open access resources, and open educational materials into their courses. These combined efforts foster accessibility and reduce the overall cost of education.

## Torreyson Library Vision Narrative 2025

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**The library offers a vibrant learning commons with its technology-enriched space to students working individually and collaboratively on research, study, instruction, and creative activities.** We strive to create a welcoming, inclusive environment through the utilization of Universal Design. Throughout the redesign and renovation of the library building, we focused on creating an atmosphere that seamlessly accommodates a variety of patrons, patron needs, and experiences. Library service points have been redesigned to streamline communication and workflow and improve accessibility. Through greater outreach to students and faculty, Torreyson Library has extended access beyond the physical library by embedding services at the point of need. We continue to develop collaborative, independent, creative, and versatile learning spaces.

**Cultivation of organizational capital enhances the work environment, increases employee satisfaction, and provides a fertile ground for innovation.** Assessing the skill sets and varied needs of employees has guided the design of professional development and mentoring programs. Staff training includes a formalized orientation for new employees and an emphasis on serving the needs of a diverse user population. Workflow mapping and analysis greatly increased organizational efficiency. The realignment of the organization and the creation of new jobs has produced more opportunities for internal advancement. We regularly conduct a salary survey for all library personnel and institute changes within campus budgetary limitations. These changes enhanced the work environment and increased job satisfaction among library employees.

# Goals and Objectives

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## Education and Outreach

Torreyson Library contributes to student success and retention by providing:

- Reference services, synchronous and asynchronous
- Online instructional resources (including the library website and LibGuides)
- Face-to-face and online classroom information literacy instruction
- Orientation sessions and tours
- Individual research sessions
- Marketing library services (including social media, blog, brochures, and events)

### **Goal 1: Contribute to student success and retention through a proactive and agile approach to education and outreach.**

#### ***Objective 1.1: Determine and implement optimal methods of providing library instruction.***

Action 1.1a: Assess current instructional methods and explore new potential methods.

Action 1.1b: Align instructional methods to Universal Design for Learning and Association of College and Research Libraries (ACRL) frameworks.

Action 1.1c: Identify ethical strategies to demonstrate the relationship between library instruction and student success.

#### ***Objective 1.2: Determine and implement optimal and sustainable methods to support research and other informational needs.***

Action 1.2a: Assess current library services and explore new potential service areas.

Action 1.2b: Identify strategies to demonstrate the relationship between library services and student success.

#### ***Objective 1.3: Identify collaborations that support library instruction and research efforts.***

Action 1.3a: Foster existing and potential collaborations with campus partners.

Action 1.3b: Foster existing and potential collaborations within the local, regional, professional, and academic communities.

#### ***Objective 1.4: Promote both existing and new library services and collections.***

Action 1.4a: Assess current marketing policies and practices.

Action 1.4b: Develop and implement a comprehensive active marketing strategy.

# Goals and Objectives

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## Collections and Resource Discovery

Torreyson Library supports research, study, instruction, and creative activities through:

- Collection development policies and practices
- Resources diverse in content, perspectives, format, and method of user engagement
- Systems for resource management and discovery
- Resource sharing and curating access to additional community resources
- Facilitating access to archival materials

## **Goal 2: Provide quality, sustainable resources to support research, study, instruction, and creative activities for our community.**

### ***Objective 2.1: Determine and implement optimal methods to purchase, manage, and assess collections.***

Action 2.1a: Assess current collection policies and practices.

Action 2.1b: Develop a comprehensive collection development strategy.

Action 2.1c: Select optimal tools and resources for managing collections.

Action 2.1d: Identify ethical strategies to demonstrate the relationship between purchased library resources and student success.

Action 2.1e: Collaborate with campus partners to leverage funding to expand access to information resources.

### ***Objective 2.2: Facilitate discovery of and reduce barriers to information resources.***

Action 2.2a: Enhance and expand discovery and accessibility of nontraditional materials.

Action 2.2b: Coordinate with other libraries, consortia, and electronic archiving services to extend access and share collection development costs.

Action 2.2c: Promote the creation and use of open access and open educational resources to support equitable access for students, faculty, and staff.

Action 2.2d: Participate in initiatives to preserve perpetual access to paid online resources.

# Goals and Objectives

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## Library Facilities

Torreyson Library strives to provide a facility that includes safe, accessible, and sustainable:

- Points of service
- Individual and collaborative spaces
- Collection storage
- Technological infrastructure
- Signage and wayfinding

**Goal 3: Offer a vibrant, welcoming library facility with versatile, creative, collaborative, and independent learning spaces that seamlessly accommodate a variety of users.**

***Objective 3.1: Provide safe, accessible, and navigable space for employees and patrons.***

Action 3.1a: Develop a comprehensive strategy to assess usage of both public and work spaces.

Action 3.1b: Coordinate with campus partners to identify and eliminate barriers and promote access for a wide range of abilities.

Action 3.1c: Examine public service points for improved access, efficiency, and visibility.

Action 3.1d: Work with campus partners to identify and implement a sustainable plan for improvements to the building and equipment.

***Objective 3.2: Create versatile, technology-enriched individual and collaborative work spaces for research, study, instruction, and creative activities.***

Action 3.2a: Expand classroom instructional space to accommodate larger classes and more versatile instructional methods.

Action 3.2b: Coordinate with campus partners to identify facility enhancements that support evolving methods of information utilization.

# Goals and Objectives

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## Organizational Culture

Torreyson Library recognizes that a quality organization requires:

- Retention of skilled staff and faculty
- Flexibility to adapt to an ever evolving information environment
- Services grounded in ethical practices
- Effective channels of communication
- Transparent decision-making practices within a clearly defined organizational structure

## **Goal 4: Develop and sustain an informed, efficient, inclusive, and responsive organization.**

### ***Objective 4.1: Conduct all library operations and services within an ethical framework.***

Action 4.1a: Create a library ethics statement, incorporating considerations of diversity, accessibility, and privacy, which is informed by campus partners and professional organizations.

Action 4.1b: Integrate ethics standards into library operations and communicate standards to the campus community.

### ***Objective 4.2: Cultivate an effective organizational culture.***

Action 4.2a: Evaluate organizational communication and implement needed changes for improvement.

Action 4.2b: Identify and implement improvements to organizational structure and workflow.

Action 4.2c: Create a committee structure to support library initiatives.

### ***Objective 4.3: Develop and retain a skilled library workforce.***

Action 4.3a: Evaluate employee skill sets and solicit employee feedback to determine training and mentoring needs.

Action 4.3b: Implement individual and group mentoring programs.

Action 4.3c: Expand and formalize employee orientation and training, with consideration of a diverse community.

Action 4.3d: Investigate possible methods for peer review and staff evaluation of supervisors and faculty.

Action 4.3e: Investigate and implement ways of comparing Torreyson Library to other libraries regarding staff and faculty salaries and state employment classifications and responsibilities.

## Glossary

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**Association of College & Research Libraries (ACRL):** The higher education association for librarians. ACRL develops programs, products and services to help academic and research librarians learn, innovate and lead within the academic community.

**American Library Association (ALA):** The oldest and largest library association in the world. The mission of ALA is “to provide leadership for the development, promotion and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.”

**Guiding Principles:** Principles or precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management.

**Information Literacy:** Skill in finding the information one needs, including an understanding of how libraries are organized, familiarity with the resources they provide (including information formats and automated search tools), and knowledge of commonly used research techniques. This skill is taught through such methods as instruction classes, the Reference Desk, LibGuides, blogs, the library’s website, and various interactions between library faculty and students.

**LibGuides:** A content management tool librarians use to curate knowledge and share information, organize class and subject specific resources, and to create and manage websites.

**Organizational Capital:** Intangible assets of the library such as institutional values, knowledge and expertise as well as business processes and practices.

**Perpetual Access:** Access to materials in digital format paid for by a library during a subscription even after the subscription has been canceled by the library.

**Universal Design:** The design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability.

## Strategic Planning Committee

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Jimmy Bryant\*: Library Faculty, Archives  
Susan Burks: Library Faculty, Government Information  
Dean Covington\*\*: Library Director  
Elizabeth DiPrince\*: Library Faculty, Systems  
Joanna Ewing\*: Library Faculty, Cataloging  
Sandra Hooper: Library Supervisor, Circulation  
Jeremy Hunter: Library Technician, Cataloging  
Chrissy Karafit\*: Library Faculty, Serials  
Renee LeBeau-Ford: Library Faculty, Collection Development  
Tina Murdock\*\*: Assistant Library Director  
Karen Pruneda: Library Technician, Education and Outreach  
Chelsea Ratcliffe: Library Technician, Music Library  
Alynn Rattler: Library Technician, Special Projects  
Jessica Riedmueller: Library Faculty, Library Instruction  
Trisha Rogers: Administrative Specialist III  
Tamela Smith\*: Library Faculty, Access Services  
Caleb Stovall: Library Technician, Circulation/Shelving  
Amber Wilson: Library Faculty, Education and Outreach

*\*Steering Committee Member*

*\*\* Co-Chair of the Steering Committee*