

Introduction

“Tufts is a student-centered research university dedicated to the creation and application of knowledge.”

–Tufts University Mission Statement, 2013

Tisch Library and its branches—the Lilly Music Library and the W. Van Alan Clark, Jr. Library at the SMFA—embrace Tufts University’s mission wholeheartedly. To meet the challenge of being both student-centered and research-focused, we remain committed to these priorities:

- Lead the university by integrating opportunities for the development of critical information skills across the student experience.
- Provide resources and guidance for learning and student scholarship.
- Collaborate with the other Tufts libraries to deliver resources and services to support the faculty’s research agenda.

The goals below provide a framework to more effectively integrate library support into the university’s pursuit of its mission. They respond to changed community needs and the changing landscape of knowledge and information. They will guide our choices about how we invest our time, energy, and money.

Goals

Enable Deeper Learning

Help students and faculty develop and hone information literacy skills to navigate the dynamic information landscape and contribute to knowledge in all its forms.

Facilitate Scholarship

Bring the world’s scholarship to Tufts and Tufts’ scholarship to the world.

Invest in People

Inspire all library staff—as stakeholders in our strategic plan—to learn, grow, and contribute to the success of our shared mission.

Create Inspiring Spaces

Provide welcoming, inspirational, accessible, flexible, and sustainable library spaces that promote learning and scholarship.

Help students and faculty develop and hone information literacy skills to navigate the dynamic information landscape and contribute to knowledge in all its forms.

Strategies

Redesign the instructional services model and partnerships to better integrate into the academic life of Tufts Arts, Sciences & Engineering students and faculty.

- Target outreach and support efforts toward students with advanced research projects (e.g., thesis writers, summer scholars) and from historically underrepresented groups.
- Facilitate the growth of digital scholarship across the curriculum by empowering students to create scholarly and creative work in forms beyond the written word, such as sound, image, video, and interactive media.
- Partner with faculty to develop learning outcomes for information literacy in Arts & Sciences undergraduate programs.

Restructure the model to provide individualized assistance in using library resources and services.

- Provide high-quality general reference services to our community throughout library open hours.
- Increase awareness of and access to expert help for specialized research consultations.
- Design and develop online learning objects for independent, self-guided learning.
- Redesign the Tisch website to provide an improved learning and search experience as well as clear answers to common questions.

Increase support for graduate students.

- Enhance and create library services needed by graduate students, such as research and data services, publishing support, and spaces for both collaborative and individual work.

Expand support for new and growing AS&E academic programs, particularly online and data-intensive offerings.

- Increase capacity to support online education.
- Increase capacity to support data-intensive programs.

Bring the world's scholarship to Tufts and Tufts' scholarship to the world.

Strategies

Increase support for open scholarship and emerging modes of scholarship at Tufts.

- Work with faculty to establish a university-wide open access policy.
- Increase financial support for open access publishing and open educational resources, in collaboration with campus partners.
- Facilitate learning and community-building opportunities for researchers who are engaged in emerging modes of scholarship.

Establish clear collections priorities that correspond with Tufts' areas of focus in research and learning.

- Prioritize access to information resources to support Tufts' research strategic plan.
- Identify, curate, create, and increase the ease of exploring collections that elevate historically underrepresented voices.
- Decrease the size of the general print collection in areas of low use and where browsing is not an important discovery strategy for that field.
- Grow distinctive collections around Tufts' strengths and areas in which we can build rare collections (medieval manuscripts, history of the book in Europe, contemporary artists' books).
- Participate in multi-institutional work toward the sustainability of scholarly communication. Contribute to—and leverage—collaborative efforts to provide access to shared print materials.

Build the capacity of our repository infrastructure to provide improved access to and long-term preservation of distinctive digital content.

- Enhance support for the management of born digital and digitized materials.
- Develop a set of policies to support scholarly endeavors by integrating management of all our repositories, including Tufts Digital Library, Alma/Primo, Dataverse, OCLC, and HathiTrust.
- In partnership with Tufts Technology Services, improve university-wide access to and use of digital content.

Goal

Invest in People

Inspire all library staff—as stakeholders in our strategic plan—to learn, grow, and contribute to the success of our shared mission.

Strategies

Invest in developing, recruiting, and retaining a diverse and culturally competent staff.

- Increase the overall diversity of our staff.
- Improve the staff's cultural competency.

Build and sustain commitment to ongoing individual and team learning.

- Devote time, energy, and resources to ongoing learning and reflective practice for individuals and teams.
- Improve our work practices to enable effective collaboration, efficient and creative use of resources, improved communication, and a shared understanding of how an individual's efforts contribute to the mission of Tufts.
- Support opportunities to apply skills and knowledge in an ongoing process of experimentation, assessment, and response that keeps us accountable to our users and to one another.

Shape organizational structure and culture to support changing university needs.

- Reevaluate and align reporting structures to facilitate more effective cross-functional work.
- Adapt current staff roles to build capacity for new types of work.

Goal

Create Inspiring Spaces

Provide welcoming, inspirational, accessible, flexible, and sustainable library spaces that promote learning and scholarship.

Strategies

Redesign public and staff spaces across the three libraries to address student enrollment growth and changes in scholarship and learning.

- Increase both the amount and the variety of space for individual and collaborative learning.
- Improve the experience of navigating physical collection spaces.
- Coordinate library redesign planning with campus capital planning efforts.
- Improve access to library spaces for all people through the principles of universal design.
- Create spaces that foster communities of scholars.

Values

The staff of Tisch Library and its branches values community, curiosity and learning, openness, and social justice. We continually engage with our community about their work, and our place in it. We are ready to ask ourselves hard questions, challenge assumptions, solve difficult problems, and expand our capacity to serve “creative scholars who generate bold ideas, innovate in the face of complex challenges, and distinguish themselves as active citizens of the world” (T10, Tufts Strategic Plan 2013-2023).

Value	What Does This Mean?	What Do We Expect of Ourselves?
Community	<ul style="list-style-type: none"> •We continuously seek to align our services, programs, space and collections with the needs of our communities. •We are accountable to our users by actively seeking feedback, anticipating and responding to concerns. 	<ul style="list-style-type: none"> •We work to make library systems easy, accessible, and understandable for our communities. •We foster trust by engaging with our communities and following through about changes and initiatives. •We are consistent, dependable, and reliable in how we carry out our work.
Curiosity & Learning	<ul style="list-style-type: none"> •We inspire our communities with our collections and services, supporting every stage of the learning and research process. •We facilitate co-created learning and partnerships, helping our communities to shape their own learning. •We see everyone as lifelong learners. 	<ul style="list-style-type: none"> •We foster experimentation, iteration and assessment, bringing inventiveness and ingenuity to our creative problem solving. •We support opportunities for learning and sharing of ideas, knowledge, and experience.
Openness	<ul style="list-style-type: none"> •We encourage and support open scholarship. •We share information widely. We respect different experiences and perspectives. 	<ul style="list-style-type: none"> •We prioritize initiatives that make the work happening at Tufts available to the world. •We communicate often and in a consistent way. •We commit to transparency in how we make decisions, making it easy to participate and stay current with projects and initiatives.
Social Justice	<ul style="list-style-type: none"> •We advance initiatives that make the libraries accessible and welcoming. •We commit to making meaningful progress addressing issues of diversity, equity and inclusion in libraries, at Tufts, and in the world. •We work to understand and dismantle structural inequality in our systems and culture. •We value the lived experience each person brings to bear. 	<ul style="list-style-type: none"> •We address barriers that limit access to library services, collections, programs and spaces. •We prioritize efforts that reach marginalized communities. •We are respectful to each other. We are committed to recruiting, hiring and retaining a diverse staff, and creating a culture that is welcoming and supportive to this workforce.