Information and Instructional Services
Action Plan - Believe
2015-2018

Be Bold
We must work boldly to distinguish ourselves from other institutions. Analyzing our student mix and optimizing our programs and services to be relevant and responsive to the needs of our prospect market will require effort, focus and creativity. We must analyze whom we serve, and how. We will take a hard look at education offerings, with an eye to mission and market alignment, effectiveness, and cost as we serve a broader range of students learning online, in Crown Point and downtown. Our partnerships that enable experiential learning for internships, clinical practice, student teaching and service learning will play increasingly important roles in our general education curriculum.

1. Implement the Competitive Position Strategy: USF Position
   a. Optimize the Mix of Student Enrollment and Market Alignment (SEP)
   b. Conduct a Program Review and Market Alignment
      i. Costing and distribution—Business Model
      ii. Non-degree offerings: Certificates, Badges, Programs
      iii. Market Share, Market potential and Program alignment
   c. Expand Virtual Campus Program Offerings
   d. Integrate the USF Brand

   ACTION STEP 1: In order to support non-degree offerings, RIS in conjunction with the VPAA, the various schools, and the Director of General Education will develop a badging system using the Achievements tool in Blackboard to award students badges based on skill mastery. A protocol will be developed for badge design, triggers, and awarding.

   Cost Estimate: Reallocation of duties
   Funding Source: Current Staffing Budget
   Assigned to: Instructional Designer
   Due Date: Pilot a few badges for Fall 2015, Full campus Fall 2016

   ACTION STEP 2: IIS will work with the new AVPAA to ensure seamless support for faculty and students who work in and use the Virtual Campus platform.

   Cost Estimate: Reallocation of staff duties
   Funding Source: Current budget
   Assigned to: Executive Director of IIS, Instructional Designer, Adult Learning Senate
   Due Date: Ongoing

2. Establish USF Distinction: USF Position
   a. Expand Experiential Learning: PBL, internships, META, EPIC, clinical, service learning
   b. Implement USF Downtown Campus
   c. Enhance the Distinction of the General Education Curriculum
**ACTION STEP 1:** In order to expand experiential learning on campus, the Instructional Designer will work in conjunction with the PBL Committee to become a PBL certified teacher.

Cost Estimate: $75.00  
Funding Source: PBL Grant  
Assigned to: Instructional Designer  
Due Date: Spring 2015

**ACTION STEP 2:** In order to expand experiential learning on campus, the Instructional Designer will work in conjunction with the PBL Committee to become a PBL certified trainer. This designation will allow the Instructional Designer to provide guidance and assistance to instructors using PBL in their courses, as well as possibly generate revenue for the University by conducting PBL workshops.

Cost Estimate: TBD  
Funding Source: PBL Grant or Current IIS Budget  
Assigned to: Instructional Designer  
Due Date: Fall 2016

**ACTION STEP 3:** RIS will work with the Director of General Education to incorporate information literacy into the curriculum as a General Education learning objective.

Cost Estimate: Reallocation of duties  
Funding Source: Current budget  
Assigned to: Public Services/Reference Librarian  
Due Date: Fall 2016

**ACTION STEP 4:** RIS will work with the Director of General Education to standardize library instruction across all iConnect classes with a focus on information literacy skills.

Cost Estimate: Reallocation of duties  
Funding Source: Current budget  
Assigned to: Public Services/Reference Librarian  
Due Date: Ongoing

**ACTION STEP 5:** RIS will work with the Director of General Education to incorporate information literacy assessment in ICON classes to provide evaluative information for student learning.

Cost Estimate: Reallocation of duties  
Funding Source: Current budget  
Assigned to: Public Services/Reference Librarian  
Due Date: Ongoing
**ACTION STEP 6:** Once Action Step 5 is completed, RIS will work with the Director of General Education to incorporate information literacy assessment into the capstone classes to provide evaluative information for student learning.

- **Cost Estimate:** Reallocation of duties
- **Funding Source:** Current budget
- **Assigned to:** Public Services/Reference Librarian and Health Science Reference and Instructional Librarian
- **Due Date:** Fall 2018

**ACTION STEP 7:** TS will enhance the visibility of the research and scholarship produced by USF students, faculty and researchers by building and curating research collections of distinction for USF.

- **Cost Estimate:** Reallocation of Staff Duties
- **Funding Source:** Current budget
- **Assigned to:** Associate Director of Technical Services and TS staff
- **Due Date:** Ongoing

3. **IIS will ensure that its physical space develops and grows to keep pace with the evolution of the teaching, learning and research needs of the University.**

**ACTION STEP 1:** IIS will continue to monitor user needs as they relate to the environment and physical space in support of study, research and collaborative learning through regular formal assessment and direct observation and interaction with users to ensure user satisfaction.

- **Cost Estimate:** Reallocation of staff duties
- **Funding Source:** Current Staffing Budget
- **Assigned to:** Executive Director of IIS
- **Due Date:** Ongoing

**ACTION STEP 2:** The library will investigate the need for additional portable furniture and equipment that will allow for mobile collaborative work spaces.

- **Cost Estimate:** Reallocation of staff duties
- **Funding Source:** Current Staffing Budget
- **Assigned to:** Executive Director of IIS and other library staff as needed
- **Due Date:** Ongoing

**ACTION STEP 3:** Dependent upon needs, additional portable furniture and equipment will be purchased that will allow for mobile collaborative work spaces.

- **Cost Estimate:** Reallocation of staff duties
- **Funding Source:** Current Staffing Budget
- **Assigned to:** Executive Director of IIS and other library staff as needed
- **Due Date:** Ongoing
**ACTION STEP 4:** After clearly defining unmet user needs, the library will expand its physical presence to the third floor of PJPII.

Cost Estimate:  TBD  
Funding Source:  Capital Budget  
Assigned to:  Executive Director of IIS  
Due Date:  Upon Completion of Achatz Renovation

**ACTION STEP 5:** As a part of library expansion, the library will provide more group study rooms per documented need/demand.

Cost Estimate:  TBD  
Funding Source:  Capital Budget  
Assigned to:  Executive Director of IIS  
Due Date:  Upon Completion of Achatz Renovation

**ACTION STEP 6:** As a part of library expansion, IIS will provide leadership in redefining public group spaces on the second floor of PJPII per documented need/demand.

Cost Estimate:  TBD  
Funding Source:  Capital Budget  
Assigned to:  Executive Director of IIS  
Due Date:  December 2017

**ACTION STEP 7:** Based on student feedback and needs, IIS will purchase mobile/modular furniture for the Collaboratory in an effort to provide students even more flexibility with their collaborative learning.

Cost Estimate:  TBD  
Funding Source:  Either Capital Budget or PJPII Endowment Funds  
Assigned to:  RIS staff and Executive Director of IIS  
Due Date:  Spring 2016

4. **IIS will build connections and help create synergy that enhances the quality of campus and community life.**

**ACTION STEP 1:** IIS will continue to look for ways to integrate IIS staff and services with other departments on campus such as UTS, SASS, Registrar, AVI.

Cost Estimate:  Reallocation of staff duties  
Funding Source:  Current Staffing Budget  
Assigned to:  Executive Director of IIS  
Due Date:  Ongoing
ACTION STEP 2: IIS will work with other USF departments within PJPII to identify opportunities for co-location and possible remodeling of spaces that will encourage and support more organic student, faculty and staff interactions.

Cost Estimate: Reallocation of staff duties
Funding Source: Current Staffing Budget
Assigned to: Executive Director of IIS
Due Date: Ongoing

ACTION STEP 3: IIS will continue to investigate other cooperative agreements and opportunities within the library community to be able to expand and improve the services and resources offered to our patrons.

Cost Estimate: Reallocation of staff duties
Funding Source: Current Staffing Budget
Assigned to: Executive Director of IIS
Due Date: Ongoing

ACTION STEP 4: As a part of library expansion, US service points will be evaluated and reconfigured/relocated to help improve the efficiency of scheduling and to provide the most effective service possible.

Cost Estimate: TBD
Funding Source: Capital Budget
Assigned to: US Supervisor and Executive Director of IIS
Due Date: Dec 2017
Be Inspirational

As we expand, we must strengthen our Catholic, Franciscan tradition by creatively weaving it into the fabric of our intellectual and social activities. We should model service engagement and social action for our students, and create new avenues for them to live it. We deeply respect individuals, and we provide superior education for anyone who wants to learn. Our education centers upon self-understanding and vocation, not simply career. We are proud of the university’s heritage and will enthusiastically celebrate our 125th year anniversary. We know that all of this depends upon the dedication and integrity of our employees, and we will offer them enriching opportunities and make public their value.

5. Embrace Catholic, Franciscan Tradition: USF Position
   a. Educate campus community on Franciscan & Catholic Intellectual Tradition and Catholic Social Teaching
   b. Engagement in Service and Social Action
   c. Emphasize Vocation and Career Outreach
   d. Celebrate the USF 125th Anniversary

   ACTION STEP 1: In an effort to support the education of the campus community on Franciscan & Catholic intellectual tradition and Catholic social teaching, Informational and Instructional Services will identify ways to promote the library’s Franciscan Collection.

   Cost Estimate: $0.00
   Funding Source: Current budget
   Assigned to: Liaison to Department of Philosophy and Theology, and IIS Liaisons
   Due Date: Ongoing

6. Improve our Culture of Valuing Employees: USF Position
   a. Target Training and Development
   b. Foster Communication and Recognition

   ACTION STEP 1: In an effort to target training and development, RIS will work in conjunction with the Director of Training and Organizational Development to continue to provide and improve Trainingpalooza sessions on educational technology and library services to new(er) employees.

   Cost Estimate: Reallocation of duties
   Funding Source: Current budget
   Assigned to: Led by the Instructional Designer, with the assistance of RIS staff
   Due Date: Ongoing

   ACTION STEP 2: In order to foster communication and recognition, RIS in conjunction with the Instructional Services Team will continue to review and award faculty for exemplary use of
Blackboard and educational technology in their courses. This Exemplary Course Award will be presented to faculty for the courses from the previous academic year at the fall Town Hall.

Cost Estimate: $500
Funding Source: Current budget
Assigned to: RIS staff
Due Date: Ongoing

**ACTION STEP 3:** RIS in conjunction with the Director of Training and Organizational Development will develop a badging system using the Achievements tool in Blackboard to award Faculty and Staff badges based on completion of required training and skill mastery. A protocol will be developed for badge design, triggers, and awarding.

Cost Estimate: Reallocation of duties
Funding Source: Current Staffing Budget
Assigned to: Instructional Designer
Due Date: Pilot a few badges for Fall 2015, Full campus Fall 2016

**ACTION STEP 4:** In order to foster communication and recognition, RIS in conjunction with the Director of Training and Organizational Development will promote the badging system (mentioned in AS #3) via ribbons/jewels to be added to employee badges.

Cost Estimate: TBD
Funding Source: Current Staffing Budget
Assigned to: Instructional Designer
Due Date: Pilot a few badges for Fall 2015, Full campus Fall 2016

**ACTION STEP 5:** In order to emphasize vocation and career outreach, IIS will evaluate the Vann Library collection to ensure ample access to resources that focus on resume writing, career planning and the creation of professional portfolios.

Cost Estimate: TBD
Funding Source: Current Collection Budgets
Assigned to: IIS Liaisons
Due Date: Ongoing

**ACTION STEP 6:** In order to emphasize vocation and career outreach, IIS will highlight our online professional licensure test-prep materials on the Vann Library website and ensure that all circulating test-prep materials are kept current.

Cost Estimate: TBD
Funding Source: Collection Budgets
Assigned to: Website Team/IIS Liaisons
Due Date: Ongoing
ACTION STEP 7: US will continue cross-training with UTS to improve US staff technology skills to provide improved services for patrons. Additional training will include areas such as Network connectivity, Inner workings of UTS, Mac proficiency, Smart phones (Apple, Android, and Windows), KB improvement and/or expansion.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current Budget  
**Assigned to:** US Supervisor, US and UTS staff  
**Due Date:** Ongoing

ACTION STEP 8: US will work with UTS to conduct usability surveys and gather other relevant data for KB to better meet user support needs.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current Budget  
**Assigned to:** US Supervisor, US and UTS staff  
**Due Date:** Ongoing

ACTION STEP 9: US will improve student work study productivity by improving orientation and focused ongoing training to make more effective use of student workers and provide a better user experience. Some areas to be addressed include: Floor sweeps, Shelf reading, and Customer Service.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** US Supervisor  
**Due Date:** August 2015

ACTION STEP 10: US and RIS will work together to develop more in-depth resource and reference training for all US staff members to help provide a higher level of service in the absence of RIS staff.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** US/RIS Liaison, IUPUI Intern and US Supervisor  
**Due Date:** August 2015

ACTION STEP 11: IIS will examine all job descriptions to determine whether current positions and job descriptions accurately reflect changing functional process, skills required and work being done.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Executive Director of IIS  
**Due Date:** April 1, 2015
ACTION STEP 12: Develop a cross-training program for all TS personnel so that there is redundancy for all positions.

Cost Estimate: Reallocation of staff duties
Funding Source: Current budget
Assigned to: Associate Director of Technical Services
Due Date: Summer 2015

ACTION STEP 13: Identify opportunities for more formal and regular cross-divisional information sharing.

Cost Estimate: Reallocation of staff duties
Funding Source: Current budget
Assigned to: Associate Director of Technical Services, HS Librarian, ILL and DD Specialist
Due Date: Summer 2015

ACTION STEP 14: Require all staff to attend a minimum of one outside training session or professional development event per year as approved by supervisor and as appropriate to the position. This will be noted in the annual review.

Cost Estimate: Reallocation of staff duties
Funding Source: Current budget
Assigned to: Executive Director of IIS
Due Date: Ongoing
Be Exceptional

We should enrich our students with our **student-centered focus**. In order to accomplish that we will intensify our efforts to **sustain our students through academic support**, developmental advising and career connections. Our commitment to **delivering the best customer experience possible** begins with students, but will extend to fellow personnel and all people who interact with the University. None of this happens without efficient and strong stewardship, so we will re-craft our business plan as we **develop new and enhanced processes to uniquely serve each student**. And as our vision takes shape, we will **engage new innovators to be able to step into leadership roles** as they become available. Through building and connecting our exceptional qualities we will secure our university’s lasting future.

7. **Improve Student Success: USF Position**
   a. Retention, Graduation and Placement
   b. Strengthen the USF Extra-Curricular Experience

**ACTION STEP 1:** IIS will plan a services assessment project to attempt to measure the impact of IIS services on student learning and retention. Services to be included in the assessment include Circulation, ILL, Document Delivery, Instruction, Reference and Online Resources.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Executive Director of IIS, IIS Division Leaders  
**Due Date:** Spring/Summer 2015

**ACTION STEP 2:** IIS will execute an assessment of IIS services to help demonstrate their impact on student learning and retention.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Executive Director of IIS, IIS Division Leaders  
**Due Date:** Fall 2015

**ACTION STEP 3:** IIS will review and report on results from the IIS services assessment.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Executive Director of IIS, IIS Division Leaders  
**Due Date:** Spring 2016

**ACTION STEP 4:** In an effort to improve retention and graduation, the Instructional Designer, in conjunction with the VPAA and the various schools, will work towards increasing faculty use of Blackboard, especially the grade center, across all course types in order to promote student success.
**ACTION STEP 5:** The Instructional Designer, in conjunction with OIRE and the various schools, will increase programmatic assessment via Blackboard Outcomes.

**ACTION STEP 6:** In order to improve student success in an increasingly mobile/networked work/school environment, IIS will add tablet computers to our collection of circulating technology devices.

**ACTION STEP 7:** In order to improve student success and retention in an increasingly information saturated world, an embedded librarian program will be expanded as a way of incorporating information literacy into courses in a natural, point-of-need manner.

**ACTION STEP 8:** RIS will continue to develop point of need services, including online tools, tutorials, and research guides, to support all users.

**ACTION STEP 9:** IIS will work to reach students at their point of need by finding opportunities to make library collections, resources and services available in USF’s Course Management System in the Student Learning Community (e.g., reserves, tutorials, collections, etc.) utilizing tools like Guide-on-the-side.
ACTION STEP 10: RIS will investigate the need and feasibility for the creation of a for-credit information literacy class as a part of the General Education curriculum review and revision.

Cost Estimate: TBD
Funding Source: Current budget
Assigned to: Public Services/Reference Librarian and Health Sciences Reference and Instructional Librarian
Due Date: January 2017

ACTION STEP 11: An IIS committee will be created to coordinate and plan engagement opportunities including but not limited to social media, internal and external events to ultimately help users succeed and improve student retention.

Cost Estimate: Reallocation of staff duties
Funding Source: Current budget
Assigned to: Executive Director of IIS
Due Date: March 1, 2015

ACTION STEP 12: The IIS Engagement Committee continue to coordinate and plan engagement opportunities including but not limited to social media, internal and external events to ultimately help users succeed and improve student retention.

Cost Estimate: Reallocation of staff duties
Funding Source: Current budget
Assigned to: IIS Engagement Committee Members
Due Date: Ongoing

ACTION STEP 13: IIS will improve awareness of the services offered creating and implementing an annual social media plan and social media guidelines to provide additional communication channels and strengthen student/employee relations.

Cost Estimate: Reallocation of staff duties
Funding Source: Current budget
Assigned to: IIS Engagement Committee
Due Date: June 30, 2015

ACTION STEP 14: IIS, in collaboration with other campus groups, will increase usage and visibility of services and resources by hosting and/or sponsoring at least two social/learning events per semester to improve student retention and engagement.
**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** IIS Engagement Committee  
**Due Date:** Ongoing

**ACTION STEP 13:** IIS will improve the visibility of resources offered (tutorials, Libguides, etc.) through marketing, promotion and training to help users succeed and improve student retention.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Division Leadership  
**Due Date:** Ongoing

8. **Continue Process Improvements: USF Position**
   
a. Renovate the Business Model  
b. Create and Execute the Customer and Student Quality Service Model

**ACTION STEP 1:** In order to create and execute the customer service model and promote student-centeredness and convenience, the Instructional Designer, in conjunction with the Director of Undergraduate Admissions and the Associate Dean of Students and UTS, will develop and implement a communication plan and activities to promote USF technology (MCC, email, Help Desk, Password Management, Bb).

**Cost Estimate:** TBD  
**Funding Source:** Admission/Dean of Students  
**Assigned to:** Instructional Designer  
**Due Date:** Fall 2015

**ACTION STEP 2:** IIS will monitor and document any unmet needs and activities levels for instructional design activities including but not limited to Blackboard and Virtual Campus administration and training, as well as badging and PBL projects.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Executive Director of IIS and Instructional Designer  
**Due Date:** Ongoing

**ACTION STEP 3:** If a need is identified, IIS will hire an additional Instructional Designer to assist with Blackboard and Virtual Campus administration and training, as well as badging and PBL projects.

**Cost Estimate:** $40,000  
**Funding Source:** Increased departmental salary budget
ACTION STEP 4: In order to better execute the Customer Service model and enhance student-centeredness, IIS will designate a library professional who will focus on First-Year Experience instruction, outreach, and reference for first-year students.

Cost Estimate: Reallocation of duties
Funding Source: Current Budget
Assigned to: Executive Director of IIS and RIS staff
Due Date: Fall 2015

ACTION STEP 5: RIS will conduct annual usability surveys and gather other relevant data to identify opportunities and needs to better meet user defined needs.

Cost Estimate: Reallocation of staff duties
Funding Source: Current Budget
Assigned to: RIS staff
Due Date: Ongoing

ACTION STEP 6: US will work with UTS to identify and improve the number of applications available to users on Library computers to better support user learning. Current identified needs include the following applications: Sandstone, Quickbooks, Adobe Digital Editions, MyLabs.

Cost Estimate: TBD
Funding Source: IIS/UTS
Assigned to: US Supervisor, UTS Staff and Executive Director of IIS
Due Date: 2015-2016 budget

ACTION STEP 7: As new applications are made available to user on Library computers, US staff will receive application training to enable them to better support users.

Cost Estimate: Reallocation of staff duties
Funding Source: Current budget
Assigned to: US Supervisor and UTS Staff
Due Date: Ongoing

ACTION STEP 8: In an effort to support the University’s green campus initiative and to reduce the amount of printing, TS will investigate and plan for the purchase of mobile equipment for IIS staff use.

Cost Estimate: TBD
Funding Source: Current budget
Assigned to: Associate Director of Technical Services and TS Staff
Due Date: Summer 2015
**ACTION STEP 9:** TS will create guidelines, policies and procedures that support current and future digital collections.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Associate Director of Technical Services, Serials Specialist and Executive Director of IIS  
**Due Date:** May 2015

**ACTION STEP 10:** TS will investigate getting dedicated server space for dark storage for the archives digital collections to maximize the use of technology in the delivery of library services, and in support of the learning and research needs of the library’s users.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Serials Specialist, Systems Librarian, UTS  
**Due Date:** December 2015

**ACTION STEP 11:** IIS will create a Digital Collections position to be staffed by a Library professional who would be dedicated to ensuring greater organization and improved accessibility of the library’s electronic resources and expanding digital collections.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Executive Director of IIS, Associate Director of Technical Services, Serials Specialist  
**Due Date:** January 2016

**ACTION STEP 12:** TS will investigate the implementation of a text messaging option of notification for patrons requesting ILL items to maximize the use of technology in the delivery of library services, and in support of the learning and research needs and preferences of the library’s users.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Associate Director of Technical Services, ILL and Document Delivery Specialist  
**Due Date:** January 2015

**ACTION STEP 13:** Based on results of investigation, if indicated and technically possible, TS will implement text messaging option of notification for patrons requesting ILL items to maximize the use of technology in the delivery of library services, and in support of the learning and research needs and preferences of the library’s users.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget
Assigned to: Associate Director of Technical Services, ILL and Document Delivery Specialist  
Due Date: March 2015

**ACTION STEP 14:** TS will work to build strong relationships with students and faculty through modes of engagement and opportunities to provide personalized library services such as ILL and Resource sharing, Purchase on Demand, Patron Driven Acquisitions and University archives.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Associate Director of Technical Services, TS staff and US staff  
**Due Date:** Ongoing

**ACTION STEP 15:** IIS will BETA test Purchase On Demand functionality and demand starting with the SOHS Nursing material budget.

**Cost Estimate:** Reallocation of SOHS Nursing Materials Allocation  
**Funding Source:** Current budget  
**Assigned to:** Associate Director of Technical Services, SOHS Liaison  
**Due Date:** January 2015

**ACTION STEP 16:** TS will create a collection development policy that addresses collection building strategies for all library resources and that balances the traditional “just in case” model with “just in time”/on demand models.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Associate Director of Technical Services, TS staff and IIS Liaisons  
**Due Date:** December 2015

**ACTION STEP 17:** TS will assess usage and review retention policies for resources which occupy valuable public space in library (i.e., reference, microforms, print journals).

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Associate Director of Technical Services, TS staff and IIS Liaisons  
**Due Date:** August 2015

**ACTION STEP 18:** TS will investigate restructuring the library’s internal budget formulas to best support strategic initiatives and reflect more closely the reality of current collection building and information access for the USF community.

**Cost Estimate:** Reallocation of staff duties  
**Funding Source:** Current budget  
**Assigned to:** Associate Director of Technical Services and Executive Director of IIS  
**Due Date:** August 2015
**ACTION STEP 19:** TS will help initiate a pilot Patron Driven Acquisitions project for the purchase of electronic books with other PALNI libraries.

- **Cost Estimate:** Reallocation of staff duties
- **Funding Source:** Current budget
- **Assigned to:** Associate Director of Technical Services, TS staff and Executive Director of IIS
- **Due Date:** TBD per PALNI Timeline

**ACTION STEP 20:** TS will review embargo periods of online journals available via databases and update holdings information in WMS Knowledge Base to ensure accurate discovery for users and in support of ILL processes.

- **Cost Estimate:** Reallocation of staff duties
- **Funding Source:** Current budget
- **Assigned to:** Associate Director of Technical Services, Serials Specialist and other TS staff as needed
- **Due Date:** Beginning January 2015/Ongoing

**ACTION STEP 21:** TS will create documentation of the internal policies and procedures needed to support PALShare resource sharing service.

- **Cost Estimate:** Reallocation of staff duties
- **Funding Source:** Current budget
- **Assigned to:** ILL and Document Delivery Specialist, with assistance from US staff
- **Due Date:** August 15, 2015

**ACTION STEP 22:** US in conjunction with TS will conduct a full collection inventory to help ensure the ease and accuracy of resource discovery for library users.

- **Cost Estimate:** Reallocation of staff duties
- **Funding Source:** Current budget
- **Assigned to:** Users Services Supervisor and Associate Director of Technical Services
- **Due Date:** August 15, 2015

**9. Design USF’s Future: USF Position**
   a. Systematize the Planning Process
   b. Create a Leadership Development and Succession Plan

**ACTION STEP 1:** The IIS Business Continuity plan will be updated to reflect system, process and organizational changes within IIS.

- **Cost Estimate:** Reallocation of staff duties
- **Funding Source:** Current budget
- **Assigned to:** Executive Director, Division Leaders
- **Due Date:** May 2015