




William & Mary

Collaborative Strategic Plan 2022-2026

Information Technology | University Libraries | Studio for Teaching &
Learning Innovation

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Introduction

In 2019, William & Mary comprehensive planning effort to create a strategic plan. During the plan's development, university departments, units and schools were asked to develop strategic plans for their respective areas. The University Libraries (UL), Information Technology (IT), and the Studio for Teaching and Learning Innovation (STLI) viewed this as an opportunity to plan together. The three units embarked on a mission to develop a collaborative strategic plan that would give structure to our partnership and guide how we can be successful together.

Why a collaborative plan? A collaborative plan crosses departmental lines, sharing goals and actions that the departments can achieve together. It helps break down silos and encourage collaborative work that will optimize production and advance university initiatives.

The heart of collaborative planning is the meaningful engagement of stakeholders throughout the institution. Engagement means face-to-face interaction, discussion and dialogue. At the beginning of the planning process, our facilitators hosted four workshops – two virtual and two in-person – open to all staff from UL, IT and STLI that included a wide variety of highly interactive planning activities. Each of the activities created real data from staff members. Staff were asked to discuss the following key questions:

1. What is something that all three areas do really well?
2. What do we currently find challenging in our three areas?
3. What is a big opportunity for our three groups?
4. What is a courageous conversation we are not having in our areas?

A summary report of the responses was created by the facilitators for review by the steering committee. The steering committee, composed of representatives from all three areas, met to review the feedback and develop a draft plan, which included goals, guiding principles, objectives and actions.

The draft plan was then presented to UL, IT, and STLI staff for another round of feedback and discussion. The input was incorporated into the draft and the plan was finalized in March 2022.

Goals & Goal Statements

Goal 1: Lead Learning Initiatives

Leverage our combined expertise to support teaching, strengthen research, and expand digital fluency.

Goal 2: Build a Supportive, Collaborative Culture

Develop, model, and maintain a diverse and collaborative culture that builds cohesion and coordinated action across units.

Goal 3: Coordinate Purposeful Development of People & Resources

Maximize expertise and talent by coordinating resources and people, and prioritizing and supporting growth and development of each person.

Guiding Principles

- **Whole person support**

The plan takes into account the professional development of individuals in our units, in addition to their overall wellbeing, including mental, physical and emotional health.

- **Inclusion, diversity, and accessibility**

Equity is at the forefront of all of the actions detailed throughout the planning process.

- **Pushing boundaries / rewarding creativity**

As new demands continuously arise, the plan focuses on ways to collaborate, innovate and celebrate fresh ideas, perspectives and solutions.

- **Transparent communications about priorities**

The plan is available to the campus community and senior leadership will make strategic decisions in a timely, open and transparent way.

- **User- and data-informed decision making for continuous improvement**

The plan is based on systematically gathered and analyzed information from key constituents, and is flexible to evolve as new needs arise.

Objectives & Actions

GOAL 1: LEADING LEARNING INITIATIVES

Leverage our combined expertise to support teaching, strengthen research, and expand digital fluency*.

- 1. Improve digital fluency across the William & Mary community**
 - a. Action: Assess digital readiness** for students, faculty & staff.
 - b. Action: Identify areas of expertise and find synergies.
 - c. Action: Provide learning opportunities.

- 2. Develop digital initiatives for anticipated and identified needs**
 - a. Action: Assess current state of academic digital initiatives.
 - b. Action: Explore opportunities for future academic digital initiatives.
 - c. Action: Create robust programming.
 - d. Action: Provide collections and technologies to support multiple modalities.

- 3. Create and operationalize spaces that advance teaching and research**
 - a. Action: Build and operationalize the Studio/space for integrating teaching and learning.
 - b. Action: Improve classrooms and develop prototypes.
 - c. Action: Build Digital Research Lab.

* We define digital fluency as the ability to leverage technology to create or advance new knowledge, opportunities, and challenges. Complementing those areas with critical thinking, complex problem solving, and social intelligence, we will be better positioned to solve new problems. Digital fluency requires excellent communication skills, new media literacy, and cognitive load management to address the issues and concerns we face today and in the future.

** We define digital readiness as the capacity for people to engage with online resources with full information about service attributes and use of personal and household data.

GOAL 2: BUILDING A SUPPORTIVE, COLLABORATIVE CULTURE

Develop, model, and maintain a diverse and collaborative culture that builds cohesion and coordinated action across units.

1. Highlight and reward collaboration

- a. Action: Schedule team-building and structured time for collaboration
- b. Action: Incorporate teamwork and collaboration into check-in conversation process.
- c. Action: Celebrate & publicize success.

2. Capitalize on collaborative opportunities

- a. Action: Assess current collaborations.
- b. Action: Identify opportunities and processes to help and support each other.
- c. Action: Select, prioritize, and act on collaborative opportunities.

3. Prioritize diverse representation

- a. Action: Share EDI best practices.
- b. Action: Commit resources to EDI.
- c. Action: Welcome diverse voices to search committees, project teams, etc.

GOAL 3: COORDINATING PURPOSEFUL DEVELOPMENT OF PEOPLE & RESOURCES

Maximize expertise and talent by coordinating resources and people, and prioritizing and supporting growth and development of each person.

- 1. Provide opportunities for growth, learning, and advancement**
 - a. Action: Develop individual and unit/team-based professional development plans.
 - b. Action: Assess professional development needs.
 - c. Action: Commit resources.

- 2. Optimize roles, interests, and skills of our people**
 - a. Action: Analyze services provided by each unit.
 - b. Action: Identify projects and processes that share people and resources.
 - c. Action: Share and coordinate resources.

- 3. Empower people to share knowledge across W&M community and beyond**
 - a. Action: Create opportunities for people to share expertise and knowledge.