VALE
new jersey

Virtual Academic Library Environment

Strategic Plan
2025-2030

INTRODUCTION

VALE is a vibrant resource for its members with dedicated staff and vital services. To align its resources with the emerging priorities of member institutions, VALE has undertaken a member-focused strategic planning process. Implementing a new strategic plan will allow VALE to focus on connecting with current member institutions in new ways, coordinate dialogue and learning about emerging trends, and raise awareness of the organization's work.

Under the guidance of the Strategic Planning Task Force, VALE initiated a strategic planning process that began in May 2024. Fast Forward Libraries LLC was engaged to facilitate the member-focused planning process. The process included a review of progress VALE has made towards previous strategic plan goals and data collected in preparation for the strategic planning process, a member survey, member interviews, and a Strategic Planning Retreat held in-person in July.

Once reviewed and affirmed by the Executive Council, this strategic plan is presented to the Member Council in October for a vote on November 7. A more detailed activity plan will be developed to guide implementation and management of the plan. In addition, VALE will develop evaluation metrics and a reporting timeline.

MISSION

The Virtual Academic Library Environment (VALE), a consortium of New Jersey college and university libraries and the New Jersey State Library, is dedicated to furthering excellence in learning and research through innovative and collaborative approaches to information resources and services.

CORE PURPOSE

To serve as a cooperative that supports members libraries in reducing resource costs through shared purchasing and licensing and to foster exchange of ideas and expertise to transform NJ member libraries.

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CORE VALUES

Core Values VALE is committed to:

- **Offering exemplary service and leadership to New Jersey academic libraries**
- **Fostering collaboration and partnership**
- **Maintaining transparency in communication**
- **Engaging in opportunities for continuous learning and innovation for libraries to remain agile in the changing information environment**
- **Adhering to the values of higher education and intellectual freedom**
- **Leverage the work, values, and resources of our member libraries as forces for social justice in our communities**

STRATEGIC DIRECTIONS

1. COLLABOARTION & COMMUNITY

GOAL: Initiate Meaningful Connections

Offer opportunities to promote networking, partnerships, sharing of resources, and innovation across libraries and within VALE.

Objectives:
1. Develop regular meeting opportunities that affect higher education and VALE's member libraries.
2. Provide pathways for members to connect and collaborate.
3. Establish a culture of knowledge sharing around emerging trends in higher education to engage VALE's member libraries.
4. Invest in innovative solutions to build capacity of VALE member libraries around emerging trends.

2. COLLECTIONS & CONTENT

GOAL: Explore Emerging Licensing Models

Expand diverse resource offerings to member institutions by investigating possible restructured licensing models.

Objectives:
1. Consider licensing approaches that meet the evolving needs of member institutions.
2. Collaborate on collection building and promote consortial purchasing.
3. Investigate tools that meet shared collection and service offerings of member institutions.

STRATEGIC DIRECTIONS

3. CAPACITY BUILDING

GOAL: Professional Development
Present member institutions with valuable and varied professional development opportunities from industry leaders, relevant organizations, and peers.

Objectives:
1. Establish a mechanism for VALE to identify timely and customized training needs.
2. Coordinate initiatives for professional development.
3. Build learning opportunities for member institutions to work within their changing academic environments.

GOAL: Strengthen Expertise and Awareness
Increase internal VALE capacity, confidence, and competencies while also ensuring members have holistic awareness of all VALE offers.

Objectives:
1. Communicate VALE's strategic mission and values to assist membership to meet their institutional goals.
2. Develop capacity for staff and leadership to ensure understanding of the needs of membership and their role in VALE.