NJIT Pandemic Recovery Plan

University Libraries - Phased Recovery Plan
May 2020

A New Vision

The pandemic has provided the NJIT University Libraries with the impetus to move more rapidly towards our vision for the future. The libraries remain the heart of intellectual inquiry and learning, but the modes of support for our community must take a leap forward. This plan includes not only a phased recovery for existing services, but a vision for promoting an engaged online intellectual community. The components of this vision are built out from the existing foundations of the library of the past. In our vision, the redesigned library homepage becomes a more interactive and flexible space where users can easily select from among the different modes of intellectual support available all across campus. It can become the hub for all activities related to teaching, learning and research, for faculty and students. Librarians are online information experts and we can use our knowledge of how information works to engage a distanced community of learners, during the pandemic, but also in the future.

There is an opportunity to redefine and create an additional role for the "library" and recast it as the *Information Knowledge Center*, of which the University Libraries will be an integral part. Given the nature of the information environment for the NJIT community, there is an increasing need to streamline access to the large and diverse amount of information on the NJIT website. The new vision for the library will include the following recommendations:

Converged Learning Support

The Van Houten Library has already moved significantly toward a collection of materials that is almost fully digital. The Littman Library's subject domain makes this more difficult due to the limited availability of digital resources, but we will accelerate this trend by seeking online content and substituting or digitizing needed print materials when possible. Traditional library services -- providing content, interlibrary loan, study spaces, reference and instruction, will remain a hybrid for some time to come. We have already moved a great deal of our operation online when feasible, such as implementation of Digital Commons, a central institutional repository to store NJIT's public documents, images, streaming videos, along with digital text.

Instruction and Self-Learning

Offer online asynchronous information literacy instruction via Canvas for students, and sharing with faculty (in cooperation with the Office and Distance Learning and Institute for Teaching Excellence) best practices for teaching.

Information and Referral

The library is already a campus leader in chat and provides referrals to users for services available throughout the University. We propose to take the lead in assessing needs and establishing a university-wide chat and referral system with expanded hours of operation to

accommodate new work patterns across campus. The use of online communication tools will help, for example, new students in their transition to university life, aiding them in locating not only library materials but also appropriate academic, administrative and social resources. In conjunction with this, we propose to coordinate a major expansion of FAQs across campus to serve as a knowledge base that students, faculty and staff can refer to, as needed throughout the semester.

Communication and Outreach

The Van Houten Library will redesign the current library webpage to optimize the online research experience, and to make it the go-to place not only for library materials, but also research and learning related activities and services campus-wide. Prior to the pandemic, librarians were focused on in-person, in class-room, and chat to interact with faculty and students. However, with a new focus towards remote learning, librarians will utilize advanced modes of interaction to support active learning. Librarians already started and will continue to utilize popular internal and external social media resources to communicate and engage with users. With the need to shift to remote learning, many new students may not be aware of online resources and library support that will aid them in their studies. Maintaining a significant presence on Highlander Hub and other social media is a first step in reaching our audience and in maintaining a spirit of community in a virtual setting. Librarians will share information with other administrative departments regarding their internal online presence such as:

- Hosting and marketing of webinars and interactive online workshops; and maintenance of a campus-wide listing of research-related online venues.

- Continue open office hours and online booking of appointments for personalized support in person or using video chat platforms for research consultations.

- Strengthen links and partnering with the writing center, tutoring, and other learning venues and academic support units on campus.

Hosting Online Communities of Interests

- **Research Seminar**: Online library seminars to support the research needs of the faculty, students and researchers. This engaging webinar will explore how Digital Commons should be integrated within the research workflows to drive the value of the institutional repository as a central platform within NJIT. Faculty, students, and researchers could discuss their experiences with using library electronic resources and a research librarian could guide them through common research challenges.

- **Forums and Colloquia**: Online book talks, readings, concerts, meetings with alumni, hosted by librarians followed by online discussion. Hosting research talks by faculty via WebEx, which can also be indexed and archived in the Digital Commons as webinars by subject. These could foster online communities around topical areas of interest and disciplines.

- **Book Club, Art & Design Gallery**: An online book club, NJIT Goodreads, to supplement our print "casual reading" program and foster interaction among interested readers by creating a presence on the social reading network Goodreads. Promote library materials as well as students and faculty creative and intellectual work with online exhibitions.

Continuity Operations Plan

In addition to the implementation of the new vision, this plan presents the guidelines, protocols, and procedures that will be followed by the NJIT University Libraries in restoring its normal operations – or some aspect of it – once state and local restrictions are lifted, or modified at the end of the COVID-19 pandemic. The University Libraries' agile scaled recovery plan allows us to navigate between these phases as we continue to work under uncertainty and the possible recurrence of the pandemic. The primary consideration in this plan is ensuring the safety of the NJIT community and library staff while implementing innovative strategies to provide the resources and services in support of remote learning and research.

NJIT faculty, staff, and students at the University Libraries will follow the specific social distancing and safety protocols including the use of personal protective equipment (PPE) as required by the institutional, state, and federal guidelines in the respective phase of the following continuity plan. State and national information regarding current condition can be found at:

- New Jersey's COVID-19 Information Hub
- New Jersey's "The Road Back: Restoring Economic Health Through Public Health"
- White House Plan for Opening up America Again

The following guidelines should be adapted with each respective phase for the recovery of the University Libraries' operations.

Recovery Phase	0 Closed to Everyone	1 Prepare for Re-Opening	2 Operate with Limited Services	3 Operate with Expanded Services	Full Recovery
Public Services	Van Houten and Littman Libraries buildings closure, All services virtual	Van Houten and Littman Libraries buildings closure, All services virtual	Van Houten Library opens limited hours, Littman Library remains closed, Most services virtual, Selected services available on-site, Social distancing practices enforced	Van Houten and Littman Libraries buildings open limited hours, Virtual and selected on-site services, Social distancing practices enforced, No large (>10) gathering	Resume normal operations with full services
Staffing	No more than two (2) staff working on-site for essential services, Other staff working remotely	No more than five (5) staff working on-site for essential services, Other staff working remotely	Minimal staff (10+) working on-site, Other staff working remotely	Most staff (15+) return to work on-site, Other staff working remotely, Telework encouraged when possible	All staff working on-site

Recovery Phase 0: Closed to Everyone

All face-to-face operations at the University Libraries are halted and moved to a virtual environment. Essential library operations follow the strictest social distancing and safety protocols with limited staff. This will be a continuation of the spring semester COVID-19 pandemic response. Recovery phase zero (0) will allow the university libraries to comply with strict public safety and health directives.

Safety and Security

- Libraries facilities remain closed to the students, faculty, staff until further notice.
- No more than two (2) staff working on-site to provide essential services. All other staff working remotely. Staff needing to work on campus must obtain the University Librarian's approval.
- All safety protocols must be strictly followed.

Services and Support

- Provide virtual reference and research services via "**Live Chat: Ask the Library**" and through the library.njit.edu and archlib.njit.edu websites, email, WebEx sessions and other tools to maintain or enhance the in-person experience. All staff have their office phone number forwarded to them through Cisco Jabber. More information about virtual services and support:
  - Van Houten Library, https://researchguides.njit.edu/contingency.
  - Littman Library, http://researchguides.njit.edu/littmancovid-19.
- Work toward implementation of "A New Vision for the University Libraries."
- All borrowed books with due date of 5/15/2020 will be extended to 9/30/2020.
- Purchase and catalog selected ebooks or e-resources in support of learning and teaching, funding permitted.

Recovery Phase 1: Prepare for Re-opening

On-site work to provide essential face-to-face operations at the Van Houten and Littman Libraries to pursue time-sensitive projects and tasks in support of online learning, teaching and research must be approved by the University Librarian. Recovery phase one (1) will allow university libraries to prepare for a return to work before opening to the students, faculty, staff and NJIT community.

Safety and Security

- Library facilities remain closed to the students, faculty, staff public until further notice.
- Staff needing to work on campus must obtain the University Librarian's approval with a notification to their immediate supervisor. No more than five (5) staff can work on-site at the Van Houten Library and no more than one (1) staff can work on campus at the Littman Library at any given time.
- Staff are required to wear masks and maintain social distancing when working on-site.
- Staff are required to disinfect common work areas/spaces after their shift is completed (circulation desk, computers, shared tools, etc.)
- All safety protocols must be strictly followed.

Services and Support

- Continue providing reference and research services via "**Live Chat: Ask the Library**" and through the library.njit.edu and archlib.njit.edu websites, email, WebEx sessions and other tools to maintain or enhance the in-person experience established in the recovery phase zero (0).

- Expand information literacy instruction via Canvas: replace face-to-face basics of information literacy with a new Canvas Community Course (e.g. Research Roadmaps), which contains optional quizzes and assignments for credit. It may be used in conjunction with WebEx, standalone, or as embedded modules within other courses developed by faculty.

- Identify strategies to ramp up the creation and use of open educational resources (OER), particularly open textbooks to increase course material affordability for NJIT students.

- Work toward implementation of selected activities in "A New Vision for the University Libraries."

- Identify a new due date for borrowed books beyond the current 9/30/2020 (due date) if needed.

- Activities that can be performed remotely should be continued, whenever possible and feasible while minimizing on-site operations.

- Continue to purchase and catalog selected electronic resources in support of learning and teaching, funding permitting.

- Implement a limited "**curb-side-pickup**" service for physical items at the Van Houten Library and Littman Library. Utilize PPE to maintain safety.

- Redefine the open public spaces for students, faculty, and staff to use throughout the library buildings.

- Rearrange furniture including any necessary PPE and social distancing markers in the open public spaces specified in the recovery phase one (1).

- Library management team to:
  - work on arranging public computer workstations in the Information Commons lab so they are minimum six (6) feet apart, including the training lab, CAB 1050. Install a plexi-glass between each computer workstation as needed.
  - establish markers where lines form at the public service desks.
  - determine rearrangement of furniture in public spaces to allow for social distancing e.g. remove furniture, spread out seating and tables, etc.
  - establish a special cleaning (**cleanPlus**) strategy with custodians/facilities in all areas (public and staff) including disinfecting of high-touch areas and surfaces and the public computers in the Information Commons computer lab.
  - determine which staff are needed to work on campus as an "as-needed" basis or for specific tasks e.g. curb-side-pickup, interlibrary loan pickup, and digitization of unique materials located in the university archives and special collections.
  - establish a materials management protocol for handling physical items (returns and use of open stack items), including scanning/digitizing.

- ○ work on arranging staff workstations so they are a minimum six (6) feet apart.
- ○ post signs to alert users to the rules.

Recovery Phase 2: Operate with Limited Services

With the approval from the office of the Provost and Senior Executive Vice President the Van Houten Library will open limited hours to the NJIT community. The University Librarian will approve the re-opening of selected operations as she deems appropriate and in accordance with NJIT guidelines. Recovery phase two (2) will allow the university libraries to resume some essential operations and services under cautionary steps.

Safety and Security

- The Van Houten Library will open limited hours for students, faculty and staff (no visitors). Library staff will be assigned to work at the entrance to control the number of individuals entering/exiting the library as suggested by the university guidelines.
- The Van Houten Library will be open approximately **30 hours per week**:
  - ○ Hours of Operation:
    - ■ Monday to Friday: 10:00 am to 4:00 pm, Saturday and Sunday: Closed
  - ○ Number of Patrons Allowed: cannot exceed 150
    - ■ Lower Level: cannot exceed 40
    - ■ First floor: cannot exceed 40
    - ■ Second floor: cannot exceed 30
    - ■ Third floor: cannot exceed 40
  - ○ Access to the Information Commons Computer Lab:
    - ■ Approximately 48 computers available with priority given to those students needing it for online/remote learning.
    - ■ Implement **cleanPLUS** strategy for all public computers
- The Littman Library building remains closed to the NJIT community.
- Anyone entering the library buildings is required to wear masks and maintain social distancing guidelines.
- Continue to rearrange furniture including any necessary PPE and social distancing markers in the open public spaces specified in the recovery phase one (1).
- Implement the **cleanPLUS** strategy established in the recovery phase one (1).
- Continue remote work option for high-risk and vulnerable staff and assign the other staff to work in two teams to limit the number of employees working on-site while maximizing physical distance from one another.
- Schedule staff and student-employees to work at the public service desks in shifts.
- Staff are required to wear masks and maintain social distancing when working on-site.
- Staff are required to disinfect common work areas/spaces after their shift is completed (circulation desk, computers, shared tools, etc.)
- Implement the materials management protocol developed in the recovery phase one (1).

- All safety protocols must be strictly followed.

Services and Support

- Continue providing virtual reference and research services via "**Live Chat: Ask the Library**" and through the library.njit.edu and archlib.njit.edu websites, email, WebEx sessions and other tools to maintain or enhance the in-person experience established in the recovery phase zero (0).

- Continue expanding information literacy instruction via Canvas: replace face-to-face basics of information literacy with a new Canvas Community Course (e.g. Research Roadmaps), which contains optional quizzes and assignments for credit. It may be used in conjunction with WebEx, standalone, or as embedded modules within other courses developed by faculty.

- Continue implementing strategies to ramp up the creation and use of open educational resources (OER), particularly open textbooks to increase course material affordability for NJIT students.

- Continue to implement activities in "A New Vision for the University Libraries."

- Establish new procedures to manage course reserves including digitization for upload to Canvas LMS following recently published ALA and ACRL recommendations.

- Identify a new due date for borrowed books beyond the due date specific in recovery phase one (1) if necessary.

- Activities that can be done remotely should be continued, whenever possible and feasible while minimizing essential on-site operations.

- Continue to purchase and catalog selected electronic resources in support of learning and teaching, funding permitting.

- Continue implementing a limited "**curb-side-pickup**" service for physical items, items on hold, interlibrary loan, etc.
    - Establish pre-set days and hours for pick-up, limit the number of items for pickup.

Recovery Phase 3: Operate with Expanded Services

Recovery phase three (3) will allow university libraries to expand operations and increase services. Most library operations at the Van Houten and Littman Libraries will be restored with minimal social distancing and personal safety protocols. The percentage of library staff working on campus will increase relative to phases zero (0), one (1) and two (2).

Safety and Security

- Following the university's guidelines, the Van Houten and Littman Libraries will open expanded hours to the NJIT students, faculty, and staff (authorized visitors only.) Library staff will be assigned to work at the entrance during open hours to control the number of individuals entering the library as suggested by the university guidelines.

- The Van Houten Library building will be open approximately **62.5 hours per week**.
    - Hours of Operation:
        - Monday to Thursday: 8:30 am to 7:00 pm (42 hours)
        - Friday: 8:30 am to 5:00 pm (8.5 hours)

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    - Saturday: 10:00 am to 4:00 pm (6.0 hours)
    - Sunday: 1:00 pm to 7:00 pm (6.0 hours)
  - Number of Patrons Allowed: cannot exceed 250
    - Lower Level: cannot exceed 65
    - First floor: cannot exceed 70
    - Second floor: cannot exceed 50
    - Third floor: cannot exceed 65
  - Access to the Information Commons Computer Lab:
    - Approximately 48 computers available with priority given to those students needing it for online/remote learning.
    - Continue **cleanPLUS** strategy for all public computers.
- Littman Library building will be open approximately **38 hours per week**.
  - Hours of Operation:
    - Monday to Friday: 10 am to 4 pm (30 hours)
    - Saturday: 12:00 pm to 4:00 pm (4 hours)
    - Sunday: 1:00 pm to 5:00 pm (4 hours)
  - Number of Patrons Allowed: cannot exceed 20
  - Access to Public Computers: Approximately 5 computers available by appointment with priority given to those students needing it for online/remote learning.
  - Implement **cleanPLUS** strategy for all computers.
- Anyone entering the library buildings is required to wear masks and maintain social distancing.
- Continue to rearrange furniture including any necessary PPE and social distancing markers in the open public spaces specified in the recovery phase one (1).
- Implement the **cleanPLUS** strategy established in the recovery phase one (1).
- Continue to implement the materials management protocol developed in the recovery phase one (1).
- Continue scheduling staff and student employees to work in two teams and staggered strategy to support face-to-face operations while maximizing physical distance from one another.
- Continue to schedule staff and student employees to work the public service desks in shifts.
- Staff are required to wear masks and maintain social distancing when working on-site.
- Staff are required to disinfect common work areas/spaces after their shift is completed (circulation desk, computers, shared tools, etc.)
- All safety protocols must be strictly followed.

Services and Support

- Continue providing virtual reference and research services "**Live Chat: Ask the Library**" and through the library.njit.edu and archlib.njit.edu websites, email, and WebEx sessions and other tools including at least one (1) reference librarian working daily at the reference desk to support the in-person service.

- Continue expanding information literacy instruction via Canvas: replace face-to-face basics of information literacy with a new Canvas Community Course (e.g. Research Roadmaps), which contains optional quizzes and assignments for credit. It may be used in conjunction with WebEx, standalone, or as embedded modules within other courses developed by faculty.

- Continue implementing strategies to ramp up the creation and use of open educational resources (OER), particularly open textbooks to increase course material affordability for NJIT students.

- Continue implementing activities in "A New Vision for the University Libraries."

- Transform the "**curb-side-pickup**" service for physical items to **"in-library-pickup"** at the Van Houten Library and Littman Libraries. Provide access to the physical items, items on hold, and interlibrary loan, etc.
    - Establish pre-set days/hours for pick-up, limit the number of items for pickup and the number of individuals who may pick-up items by appointment if needed.
    - Encourage requesting of physical items for pickup by email and by using request in primo.njit.edu.

- Establish delivery service for on campus delivery of physical items.

- Resume standard due dates for borrowing of physical collection.

- Continue new procedures to manage course reserves including digitization for upload to Canvas LMS following recently published ALA and ACRL recommendations.

- Resume face-to-face operations using applicable guidelines for social distancing, and handling and caring of library materials.

- Provide access to the open stacks. Use distance markers for "one-person-at-a-time" access when entering the book aisles at the Van Houten Library and by appointment at the Littman Library.

Full Recovery: Operate in a New Normal

The University Libraries' operations return to normal conditions as prior to March 18, 2020 with no specific social distancing requirements. In-person activities will once again become the standard. However, all library facilities and personnel safety protocols must be strictly observed. Full recovery operation in the new normal may be subject to change at any time.

Safety and Security

- Follow NJIT and public health directives for cleaning of surrounding public spaces, wearing masks, and social distancing.

- All staff resume their normal work schedule.

Services and Support

- Resume regular hours of operation (approximately 110 hours per week for Van Houten Library and 72 hours for Littman Library.)

- Resume regular face-to-face operations and services and virtual support, including one-on-one appointments.

- Expand services identified during remote work in support of the pandemic.

- Expand activities in "A New Vision for the University Libraries."

- Reevaluate materials management plan developed in recovery phase one (1).

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