

Strategic Plan of the Missouri State University Libraries

July 2013 through June 2014

Overview of Our Strategic Planning Process

The MSU Libraries, a singular entity, engages annually in the following interrelated activities:

- Fall Semester:
 - The Libraries' faculty and staff, in consultation with other groups and individuals, discuss and develop a list of key initiatives that will be areas of focused attention, discussion, planning, and action in the coming calendar year.
 - Assess the implementation of the preceding academic year's strategic plan.
- Spring Semester:
 - Develop a one-year strategic plan for the upcoming academic year.
 - Assess the outcomes of the articulated key initiatives for the preceding calendar year.
- Summer Session: Write an annual report that assesses progress in our strategic plans, key initiatives, and the pursuit of our mission and vision.

Each of these fundamental planning activities is informed by advice and good counsel received from various key stakeholder groups, including:

- The Board of Governors
- The Office of the President
- The Office of the Provost
- The Libraries Advisory Committee (an internal advisory group, comprised of library faculty and staff members)
- The University Library Committee (a campus-wide committee comprised of faculty members from across the university)
- The Libraries Advisory Council (an external group of individuals from Springfield, the region, the state, and elsewhere who are passionate about academic libraries, information literacy, information technology, and improved social and cultural opportunities)

Mission Statement

The Missouri State University Libraries, a singular entity, provides information resources, services, and spaces to advance the University's purpose to develop educated persons. Infused by MSU's statewide mission in public affairs and our commitment to inclusive excellence, we provide fundamental support for teaching, learning, research, scholarship, creative activities, and service. We meet information needs of the university community, the Springfield metropolitan area, the Ozarks, the State of Missouri, and diverse social, cultural, and scholarly communities across the nation and the world.

Vision Statement

The MSU Libraries will be the primary gateway and place through which all members of the MSU community find, create, use, process, and share information, data, and ideas as they pursue knowledge, forge new understanding and innovation, and become educated persons.

Our Core Values

We adhere to and uphold the Library Bill of Rights, as formulated by the American Library Association:

<http://www.ala.org/advocacy/intfreedom/librarybill>

Goals for Academic Year 2013/2014

General Goals of the MSU Libraries

Library Services:

Goal: Provide services that anticipate and satisfy the evolving information needs of the university community.

Objective: Review and possibly revise our public services in more self-service, mobile, and collaborative directions.

Collections and Information Resources:

Goal: Provide information resources that meet and anticipate the evolving information needs of members of the university community as they pursue their teaching, learning, research, scholarship, creative, and service activities.

Objective: Increase the number of available electronic resources, while also making it easier to access print materials and convert them to digital formats.

Information Experiences:

Goal: Provide places, spaces, furniture configurations, and online environments that are conducive to rich, productive information experiences that foster and facilitate both the formal and independent learning goals of educated persons.

Objective: Develop a long-term space utilization plan for Meyer Library, cognizant that the gate count has doubled in the past eleven years, while usage of print materials has been declining.

Information Technologies and Systems:

Goal: Utilize appropriate information technologies to serve the university community.

Objective: Upgrade and expand our server capacities to improve the delivery of a wide variety of digital information, including streaming audio and video.

Objective: Work with other campus units and others to ensure that the wireless networks within the MSU Libraries and other campus locations (<https://networking.missouristate.edu/Wireless/default.aspx>) are excellent.

Objective: Add at least two self-service scanning stations.

Objective: Add at least five more collaboration stations for small-group work involving multiple portable devices.

Objective: Deploy a mobile-friendly website.

Library Faculty Development

Goal: Continue to develop a cohesive, inclusive, responsive, engaged library faculty.

Objective: Explore the professional responsibilities and opportunities we have individually and collectively as a faculty.

Library Staff Development

Goal: Continue to utilize the talents, expertise, and dedication of the library staff to advance the Libraries' mission.

Objective: Provide more development opportunities for MSU Libraries staff members.

Diversity and Inclusion

Goal: Strive to increase the diversity of the faculty, staff, and students who work in the MSU Libraries, as well as how the Libraries works to prepare students for a diverse, global environment in which to live, learn, and work.

Objective: Maintain active participation in the work of the MSU Diversity Coordination Task Force, including regular contributions to their electronic newsletter.

Objective: Ensure that our job announcements and hiring processes include significant, effective outreach to women and traditionally under-represented groups.

Objective: Take a proactive approach to recruiting and retaining a diverse faculty and staff, by working with the Office of Diversity at the American Library Association, the five associations of ethnic librarians, and others groups.

Budgetary and Fiscal

Goal: Work within the existing organizational structure of groups (e.g., Libraries Budget Committee, Libraries Advisory Committee, Academic Affairs Budget Committee, Office of the Provost, University Library Committee) to ensure that our budget is accurate, balanced, and consistent with our mission and vision.

Objective: In FY14 have no line of the budget exceed the anticipated expenditures by more than 10 percent.

Grants

Goal: Identify and develop opportunities to advance and expand our activities and services through partnerships with grant-funding entities.

Objective: In AY14, continue to increase the number of grant applications submitted, as well as the overall amount of grant funding acquired, compared to AY12 and AY13.

Library Outreach and Development

Goal: Develop strong, sustained relationships with individuals, families, and organizations interested in and supportive of our mission, vision, and goals.

Objective: Have the Dean of Libraries and others attend at least one event each month hosted by the MSU Foundation, the MSU Alumni Association, or a Missouri cultural organization.

Sustainability

Goal: Develop strategies and plans to reduce the energy consumption and carbon footprint of the MSU Libraries.

Objective: Develop attractive end-user alternatives to photocopying and printing.

Objective: Making the lighting and HVAC systems in Meyer Library more zonal and aware of human presence.

Selected Departmental Goals and Objectives

Access Services (includes Circulation Services and Interlibrary Loan)

Goal: Reduce the number of student-worker hours used while maintaining the same services for patrons and improving our customer service level.

Goal: Provide quick service when patrons request resources from other libraries, and when other libraries request resources from the MSU Libraries.

Cataloging

Goal: Keep new materials moving through Cataloging to the patrons in a timely manner.

Goal: Continue implementing RDA (Resource Description and Access, a new cataloging standard that provides guidelines and instructions on how to create and formulate metadata for maximum description and discovery of information resources).

Collection Development and Acquisitions

Goal: Shape the collections program to match evolving university curricular and research needs and to match what we are learning about constituent information-seeking behavior and preferences with our collections program.

Goal: Adapt the Libraries' acquisitions strategies, particularly budget organization and materials gathering techniques, to facilitate library collections goals.

Curriculum Resource Center (CRC)

Goals Tied to Key Initiative 1 (see below for a list of Key Initiatives for CY13):

Goal: Align more closely CRC resources with College of Education course needs.

Objective: Investigate and potentially purchase eText juvenile collections that undergird the K-12 curriculum.

Goal: Provide increased access to College of Education students, particularly those who participate online or from a distance.

Objective: Work with textbook publishers on the feasibility of providing MSU student access to eTextbook teacher guides.

Goals Tied to Key Initiative 2:

Goal: Enhance information literacy (IL) services to students.

Objective: Explore new methods to provide base level IL instruction for 150 and 302 courses, working with faculty to better align both instruction and CRC Subject Guide with specific course assignments.

Goal: Provide increased and enhanced information literacy services to students, particularly distance learners in COE.

Objective: Explore new methods of delivery, such as the creation of video modules to accompany FAQ sheets in the CRC Subject Guide.

Goal Tied to Key Initiatives 3 and 5:

Goal: Help expand the MSU Libraries' presence in various social media environments; assist with the creation of a positive climate for global and diverse perspectives

Objective: Submit a minimum of one article or photo/caption a month to the Web Presence and Social Media Committee that highlights diversity.

Evans Library at the Fruit Experimentation Station in Mountain Grove

Goal: Provide better – often networked digital – access to the unique, historical information resources in this collection.

Objective: Undertake and complete the CERES grant-funded project to digitize historic early publications from the Fruit Experimentation Station.

Haseltine Library in the Greenwood Lab School

Goal: K-12 e-Books: While e-texts are part of the Key Initiatives of 2013, Haseltine Library needs to specifically increase the number of K-12 e-books. This format would appeal to Greenwood patrons, as well as College of Education students and faculty.

Goal: Haseltine Library Lighting: When Haseltine was renovated in 2006, the lighting was not updated. Some of the shelves in the main room, as well as the control panel/buttons on the mobile computer cart, are difficult to see due to poor lighting.

Goal: Libraries as Third Place: This goal is tied to the space reconceptualization initiative (Key Initiative 7 -- see below). However, in addition to rearranging the physical space and making all MSU Libraries more welcoming, library faculty and staff members need to continue looking at ways to make all the MSU Libraries' locations more as desired destinations for research, study, content creation, collaboration, and other pertinent activities.

Library Science Program

Goal: Discuss opportunities for the MSU Libraries' for-credit Library Science Education Program, with regard to school library media certification, the MU Master of Library Science, the LIS minor, out-of-discipline graduate emphases or classes, an information literacy elective, and upper level undergraduate or graduate Library Science electives for MSU students and the general public.

Objective: The library faculty will develop and approve a plan to pursue at least one of these opportunities.

Goal: "Think Tank"/Discussion Forums: Foster an environment in which current topics related to the library and information professions are actively discussed and explored.

Objective: Each month the MSU Libraries faculty and staff will explore current issues and future prospects for professional topics like open access to information, cataloging digital materials, or new models for reference service.

Objective: Decide to implement at least one service improvement idea arising from these discussion forums.

Maps

Goal: Provide accurate indexing and/or online catalog records for all our maps and aerial photographs.

Objective: Keep up-to-date with developments in the implementation of RDA.

Music and Media

Goal: Find new and better ways to meet the music and media needs of our patrons.

Objective: Support more effectively the music and media needs of people from all areas of the university community.

Objective: Connect more effectively to the various departments (in addition to the Music Dept.) that would benefit from the library's music and film materials.

Objective: Explore possible ways to reach out to the performing arts community in the region.

Reference and Government Information (RAGI)

Mission and Goal: The mission and goal of the Meyer Library instruction program is to encourage the development of information literacy skills for all MSU students, staff, and faculty.

Objective: The Meyer Library instruction program has identified three areas for additional expansion for 2013-2014: assessment, focused marketing in the disciplines, and the development of a suite of digital learning objects, in support of discipline-specific information literacy and distance education.

Special Collections & Archives

Goal: Enhance our capacity to maintain and deliver digital content.

Objective: Upgrade and expand our server capacities to improve the delivery of a wide variety of digital information, including streaming audio and video.

Key Initiatives for Calendar Year 2013

1. **eTexts:** The goal behind this initiative is to learn more about the MSU community's desire for and use of eTexts, including trends across several parameters (e.g., patron status, discipline, and desired features, functionalities, and use-cases for eTexts, which include eBooks, electronic journals, electronic documents, digital maps, data files, image files, videos, and audio files). Establish more reliable funding for our collection of ebooks. Decide if we want to provide catalog access to titles from large, publicly-available ebook collections, such as Google Books. Try to improve the ease of access and usability of the ebooks we provide, especially for users of mobile devices.

Lead Committees: Collection Development and Automation

2. **Information Literacy:** Now that Information Literacy has become General Learning Goal 6 of the revised General Education curriculum (http://www.missouristate.edu/assets/GenEdReview/learning_outcomes_Senaterevised_Oct_2.pdf), the MSU Libraries is examining the various ways our instructional efforts, services, and collections support and promote information literacy. The MSU Libraries is exploring new ways to foster information literacy at MSU and throughout the region (including K-12 information literacy efforts), as a cluster of essential skills for being educated persons in the 21st century.

Lead Committee: The Dean of Library Services is leading this key initiative.

3. **The Mobile and Social Library:** The MSU Libraries is becoming more tablet and smartphone friendly, including a mobile website, downloadable ebooks, a text-a-librarian service, and more. The MSU

Libraries also is expanding its presence in various social media environments, including Facebook and Twitter. The goal here is to make online and mobile use of the services, collections, and systems offered by the MSU Libraries as easy and engaging to use as they are to on-site library users.

Lead Committee: Web Presence and Social Media

4. **The Sustainable Library:** There are many facets to creating and maintaining a sustainable library: environmental conditions, fiscal affairs, daily information seeking and use habits, faculty and staff development, community awareness, responsible life-cycle decisions regarding equipment, etc. Throughout 2013 the MSU Libraries is exploring these various facets and implementing several things that move us toward a more sustainable library, including: Motion-sensitive lighting; breaking the lighting control circuits into small units, so that the lighting in specific rooms can be controlled; solar panels; services that encourage reduced use of printing and copying.
Lead Committee: Department Heads
5. **Global, Diverse Perspectives:** As MSU prepares for the Public Affairs theme of “Global Perspective: Why It Matters” in Academic Year 2014 (<http://publicaffairs.missouristate.edu/126938.htm>), the MSU Libraries is exploring how we foster and facilitate the exploration of global issues and opportunities, as well as increasingly diverse, collaborative efforts throughout the teaching, learning, work, social, and cultural projects across the MSU community, emanating out to the Springfield metropolitan area, the Ozarks region, the entire state, and beyond.
Lead Committee: Public Services
6. **User Experience and Outreach:** The MSU Libraries will spend 2013 exploring the evolving nature of the users’ experiences, expectations, and preferences (both in-person and online) regarding the Libraries’ services, collections, systems, and spaces. The MSU Libraries will increase its efforts to make various constituent groups within the university community and beyond aware of the collections, services, systems, and spaces available for use that support the teaching, learning, research, scholarship, creative expression, and service activities at MSU.
Lead Committee: User Experience and Marketing
7. **Space Reconceptualization:** In 2013 library faculty and staff members will begin coordinated internal discussions about needs and strategies for optimizing the impact, usability, and usefulness of the spaces in the various libraries that comprise the MSU Libraries. The goals are to develop a plan and identify resources to ensure that the Libraries as places continue to serve as welcoming, productive spaces for students, faculty, staff, and other constituent groups.
Lead Committee: Department Heads
8. **Discovery Services:** During 2013 the MSU Libraries will conduct an environmental scan and assess the potential value of adding a discovery service to our suite of online services. Discovery services, such as EBSCO Discovery Service, Encore Synergy from Innovative Interfaces, Summon from Serials Solutions, Primo from Ex Libris, and many others, provide either pre-harvested or federated searching across multiple electronic resources, often both vendor-supplied and locally-created.
Lead Committees: Automation and Collection Development

Related University-Wide Documents

Missouri State University's Mission Statement

<http://www.missouristate.edu/about/missionstatement.htm>

Missouri State University's Key Performance Indicators

<https://mis.missouristate.edu/KeyPerformanceIndicators/>

Missouri State University's 2011-2016 Long-Range Plan

<http://www.missouristate.edu/longrangeplan/>

Missouri State University's 25-Year Assumptions

<http://www.missouristate.edu/bog/assumptions.htm>