Strategic Plan of the Missouri State University Libraries

July 2014 through June 2015

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. Both a detailed textual version and a more colorful, condensed version will be created during the summer months.

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 2014/2015

General Goals of the MSU Libraries

Organizational Structure:

Goal: Explore additional changes in the organizational structure that will position the MSU Libraries for continued success.

Objective: Possible reorganization of RAGI: With the addition of two LSE faculty members, one new librarian, and a new department head in the near future, possible changes in the department's organization, functions, and goals may happen.

Staffing and Faculty/Staff Development:

Goal: Strive to have at least 20 percent of new hires in FY15 be from groups articulated by the President during the July retreat (e.g., under-represented groups, international librarians, veterans).

Goal: Complete the Head of Music & Media search.

Goal: Complete the Head of Reference and Government Information search.

Library Services:

Goal: Completely revamp and revise the website of the MSU Libraries, bearing in mind the needs and expectations of key stakeholder groups (students, faculty, staff, prospective students, parents, supporters, funding agencies, etc.)

Objective: By the end of CY14, receive recommendations from the Web Presence and Social Media Committee, in collaboration with key stakeholders (students and faculty), concerning the new look and feel for the website, the core functionality (both front room and back room), who should undertake the website makeover, and who will operate and maintain the website after the makeover is complete.

Objective: By August 1, 2015, launch the new website.

Goal: Expand and improve our information literacy opportunities for upper division undergraduates and graduate students.

Objective: Offer at least one orientation session specifically for transfer students.

Goal: Make our library services more user-friendly and useful to mobile and online learners.

Objective: Expand and improve the availability of library services and content through Blackboard, the learning management system currently used at MSU.

Objective: Make available more short instructional videos, including screencasts, about how to use and benefit from library resources and services.

Objective: Make sure all core library content and services are available to all primary users, regardless of location and formal learning modality.

Goal: Expand and enhance our support for MSU's Public Affairs Mission.

Objective: Work with the UN Depository Library Network as it transitions to an almost-all digital distribution and use format.

Objective: Provide additional support for the MSU Common Reader community-wide initiative.

Objective: Provide additional support for the *eJournal of Public Affairs*

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: Make significant strides in funding and planning to implement the long-term strategic plan that was approved by the President in May 2014.

Information Technologies and Systems:

Goal: Continue to explore and deploy newer appropriate information technologies that will better serve the university community.

Library Faculty Development

Goal: Expand and improve the research, publication, and grants activities among the Library Faculty.

Objective: Implement an incentive plan for faculty (and staff) who publish peer-reviewed articles in professional journals, peer-reviewed contributed chapters, professional books, and funded external grants.

Objective: Begin offering a competitive library research grant, with an annual award of approx. $1,000.

Library Staff Development

Goal: Significantly advance the SEEE Initiative (Staff Engagement, Empowerment, and Equity)

Goal: Evaluate and adjust resources to provide more coverage in growth areas.

Goal: Assess the need for grant specialist and process management positions.

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: Strive to hire at least one individual in FY15 who is a member of a traditionally under-represented group (See Staffing goals and objective above).

Budgetary and Fiscal

Goal: Do not renew any ongoing vendor contract or service agreement without undertaking a prior, deliberate assessment of their value and viable alternatives in the marketplace.

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 FY15 have no line of the budget exceed the anticipated expenditures by more than 10 percent.

Grants and Other Externally Funded Projects

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

> Objective: In AY15, continue to increase the number of grant applications submitted, as well as the overall amount of grant funding acquired, compared to AY13 and AY14.

Goal: Complete the Andrew W. Mellon Foundation funded project to improve access to federal and Missouri state documents, in partnership with the University of Missouri-Columbia and Washington University in St. Louis.

Goal: Complete the work of the National Park Service Route 66 Oral History Project, focusing on the experiences of African Americans.

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: Sustain or develop ongoing contact with at least 20 individuals and groups.

Goal: Prepare to host the annual meeting of the NPS Route 66 Corridor Preservation Program ARC in August 2015, and position the event to include significant outreach to stakeholder groups in this region.

Library Buildings

Goal: Begin to implement the Long-Range Space Plan developed and approved in FY14.

> Objective: Move the BRB to its new location so that, combined with the merging of the Library Science Education program into the Reference and Government Information Department, Room 210 of Meyer Library can be repurposed as public space.

> Objective: Work with other campus units to begin developing an MSU Testing Center in the Lower Level of Meyer Library.

Objective: Work with other campus units to begin moving TRiO into the Second Level of Meyer Library.

Goal: Improve the signage in Meyer Library

Sustainability

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

Objective: Work with SGA and other campus units to make members of the campus community aware of paper usage.

Selected Departmental Goals and Objectives for 2014/2015

Access Services (includes Circulation Services and Interlibrary Loan)

Goal: Maximize the value of Prospector to the MSU community of library users.

Goal: Assess the current state of use of our compact shelving (fill rate, organization, redundancies with other repositories, etc.) with an eye to developing a plan to expand the compact shelving capacity in Meyer Library.

Goal: Improve and expand the small group study spaces available in Meyer Library.

Objective: Conduct a trial of room scheduling software.

Objective: Increase the number of available small-group study rooms.

Administration

Goal: Improve timely, mobile access to information about potential sources of external funding, including grants from governmental agencies and corporate support.

Goal: Improve our internal information systems about friends, donors, and stakeholders.

Cataloging

Goal: Continue to improve the processes of providing intellectual access to digital information, including digitized musical recordings, oral histories, videos, and other locally created digital objects.

Goal: Continue improving the intellectual access to selected special collections, including collections at partner institutions, such as the Johnson Library and Museum in Osceola.

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: Continue to shape the collections program to match university curricular and research needs.

> Objective: Determine current usage patterns of the main collection of printed books, after decades of declining circulation, and then propose changes in our selection policies, procedures, and strategies to better serve the users of our main collection.

Goal: Undertake a weeding project in the Q-Z area of the main circulating collection, in anticipation of moving the collection to create space for the University Testing Center.

Goal: Continue to match evolving faculty and student information-seeking behavior and preferences with our collections program (further engage faculty regarding collections; partner with other library groups, especially RAGI's Information Literacy Program; continue to refine and implement print retention strategies).

Goal: In concert with the Meyer Library space reconceptualization process, appropriately adapt Acquisitions processes and workflow, partnering with such groups as Systems, Cataloging, and RAGI.

Curriculum Resource Center (CRC)

Goal: Raise the profile of the BRB.

Evans Library at the Fruit Experiment Station in Mountain Grove

Goal: Complete the CERES digitization grant-funded project by the end of CY 14.

Goal: Develop a plan for this library location, beginning January 1, 2015.

> Objective: Determine the best way to provide content and services to the students, faculty, and staff at this university location.

Haseltine Library in the Greenwood Lab School

Goal: Improve the space in Haseltine Library in Greenwood Lab School.

> Objective: Develop plans and begin identifying funding sources to improve the lighting, working with the new Director of Development assigned to the MSU Libraries.

Maps

Goal: Work with the Missouri Center for the Book - Ozarks Chapter to begin developing an interactive, online literary map of the Ozarks

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)

Goal: Enhance our Information Literacy program regarding, assessment, focused marketing in specific disciplines, and continued emphasis on online/distance education services (online and streaming tutorials, Libguides, etc.).

Goal: Further integrate RAGI services into the Blackboard learning management system.

Goal: Expand the Research Consultation service to include both in-person and online interactions.

Goal: Begin to develop a plan for the new Reference area to be located in the current Government Documents area.

Goal: Significantly reduce the square footage required to store our print federal documents collection.

Special Collections & Archives

Goal: Continue to work in AY15 to expand our holdings in and access to key aspects of Ozarks history and culture, including Laura Ingalls Wilder, early recordings of the Ozark Jubilee, the Gordon McCann folk music recordings, the history of the greater Springfield metropolitan area, and the histories of Taney and Stone Counties:

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.

Systems

Goal: Work with the Web Presence Committee to develop an assessment of options and a proposal to revitalize the website of the MSU Libraries.

Goal: Improve the document sharing, multimedia, and webconferencing capabilities in the Library Conference Room.

Key Initiatives for Calendar Year 2014

Please Note: The heads of the functional areas manage the overall coordination and assessment of the MSU Libraries' Key Initiatives for each calendar year, in collaboration with many other units and organizations.

1. **Explore New Modes and Foci for Existing Services**: Examine, assess, re-envision, and revise as necessary several of our ongoing services and programs, including Library Science Education, Information Literacy, Evans Library, and Reference.
    a. Lead Group: Library Faculty

2. **Develop a Long-Range Space Plan**: How will Meyer Library serve the university community for the next quarter century? How can the various service organizations that will have a presence in the Meyer Library building work better together to advance the missions of their various cost centers and the mission of the university as a whole?
    a. Lead Group: Meyer Library Space Planning Task Force

3. **Articulate a Future for Academic Library Content and Collections**: Given the changing nature of publishing, user preferences and usage patterns, advances in digital mobile technologies, and other factors, how will this affect content and collections managed by the MSU Libraries, including selection processes, e-books, electronic theses and dissertations, print retention, etc.
    a. Lead Group: Collection Development Committee

4. **Increase Efforts to Collect and Provide Access to Ozarkiana**: We will continue to work in 2014 to digitize, provide access to, and create oral histories about key aspects of Ozarks history and culture, including Laura Ingalls Wilder manuscripts, early recordings of the Ozark Jubilee, the history of the greater Springfield metropolitan area, and the histories of Taney and Stone Counties:
    a. Lead Group: Outreach and Development Team

5. **Scale Up Our Abilities to Stream Media**: Explore economical, sustainable, and highly user-friendly means to scale up the creation, streaming, description, and curation of streaming media, including locally-created content.
    a. Lead Group: Streaming Media Task Force

6. **Expand and Advance Research, Scholarship, Publication**: How can the Libraries better support these activities undertaken by all MSU faculty members? How can the Library Faculty as a whole expand and hone its own activities in these professional areas?
    a. Lead Group: Library Faculty

7. **Reinvigorate and Reorganize our Liaison Activities**:   Library faculty and staff members interact with diverse faculty, courses, online learners, programs, departments, schools, and colleges. During 2014 the MSU Libraries will explore methods for organizing and strengthening these liaison activities for maximum effectiveness and efficiencies.

   a.   Lead Group: Library Faculty

8. **Sustainability**: Sustainability efforts in a modern academic library involve close collaboration and communication between users and staff, covering a wide array of activities and materials. During 2014 the MSU Libraries will continue to explore and implement ways to expand and improve our sustainability efforts in efficient, effective ways.

   a.   Lead Group: Library Staff

9. **First Year Information (FYI) Experience**: Make the MSU Libraries more visible and useful to students, faculty, and staff who are in their first year as members of this university community. Examples: Become more involved in SOAR orientation activities; Have an enduring programmatic presence in Showcase on Teaching and Learning; Assign library faculty liaisons to each first-year full-time person at MSU; Undertake specific outreach activities with the Residence Assistants and the entire Residence Life staff.

   Lead Group: Dept Heads

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 Board of Governors' 8 Major Goals for 2014/2015
(http://www.missouristate.edu/president/goals.htm)

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)