



The Montana State University Library

Strategic Plan 2018 – 2024

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FORWARD

I would like to thank all of the Montana State University Library employees who contributed their ideas, suggestions, wording, and inspiration during the various stages of the creation of the Library's 2018 – 2024 Strategic Plan.

Our original expectation to develop a three to five-year plan was adjusted based on the university's expressed desire to have planning horizons that align with the accreditation cycle. Therefore, our final strategic planning document was extended to a seven year span: 2018 – 2024.

This inspiring and optimistic plan will lead the Library to an exciting future in the service of the university and the people of Montana.

Sincerely,

A handwritten signature in black ink, appearing to read "Kenning Arlitsch". The signature is fluid and cursive, with a large initial "K" and a stylized "A".

Kenning Arlitsch, Dean of the Library

CHANGE AGENDA

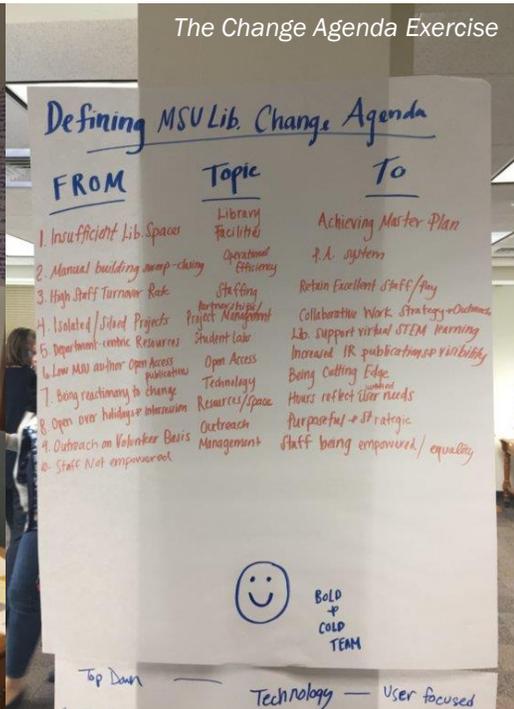
During the October workshops, we worked collaboratively in small and large groups defining the Change Agenda for the Library. This chart is a synthesis of the work that took place in the various groups:

Montana State University Strategic Change Agenda

	From	Topic	To
1	Just in case	Collections	Digital, produced locally, interactive
2	Local buying	Access	Consortial buying, full range of services (ADA)
3	Basic support	Systems	Leader in software support
4	Traditional, stacks oriented	Space	Open, flexible, collaborative
5	Limited, episodic	Collaboration	Long-standing, deep collaborations
6	Traditional	Stewardship	Coordinated, collaborative
7	Isolated	Staff	Empowered
8	Under-recognized		Increased recognition
9	Library-centric, embedded – uneven, mixed	Learning	Dynamic, Expanded, Point-of-need



Consultant Martha Kyrillidou and library staff in SCAI reading room



MISSION, VISION, VALUES

Mission:

We support and advance teaching, learning, and research for Montana State University and the people of Montana by providing access to information and knowledge.

Vision:

We are a dynamic, adaptive, and responsive research library. We aspire to build innovative digital and physical spaces where our diverse communities can access and apply information to grow intellectually, build meaningful collaborations, communicate ideas, and envision a better future for Montana and beyond.

Values:

We are proud to serve the university and the people of Montana, and we strive to do so while embodying the core values of the [profession of librarianship](#) and [MSU](#). Our values reflect how we carry forward our strategic and operational decisions: we aim to build a more informed, thoughtful, and just world while striving to cultivate an environment that supports the potential for finding joy and meaning in our work. We value:

- **Accountability:** We hold ourselves accountable to each other, to the ethics of our profession, and to our statewide supporters.
- **Diversity, Equity, and Inclusion:** We seek out diverse perspectives, as they challenge us, help us learn, and broaden our worldview. We work to build spaces and services that are equitable and inclusive to all. We value collegiality and build a culture of care within the Library.
- **Empathy:** We promote a culture of empathy and user-centeredness. We invite stakeholders to participate in creating services and resources that are relevant, usable, and desirable.
- **Inquiry and Innovation:** We nurture an environment that encourages a collaborative and enthusiastic approach to the pursuit of knowledge. We leverage new technologies and forge cross-disciplinary and cross-cultural collaborations to create new ideas and ways of knowing.
- **Openness and Access:** We believe in openness and equitable access in scholarship and resources. We ensure that information is readily available to our community.
- **People:** We respect the humanity, knowledge, and expertise of people in the Library, the university, and the community.
- **Teaching and Learning:** We facilitate critical engagement with information and knowledge creation through education and advocacy.
- **Transparency and Communication:** We value transparency and clear, open communication in our Library and beyond.



STRATEGIC OBJECTIVES

Mission:

We support and advance teaching, learning, and research for Montana State University and the people of Montana by providing access to information and knowledge.

1. User Perspective – Our users will...

- 1.1 Interact with a welcoming and responsive physical and digital library environment;
- 1.2 Experience convenient access to extensive collections; and
- 1.3 Achieve positive learning outcomes and develop their information literacy abilities.

2. Internal Processes Perspective – We will...

- 2.1 Create useful, dynamic, and accessible digital and physical spaces;
- 2.2 Collaborate with researchers to produce digital research and scholarship;
- 2.3 Expand, diversify, and adapt our collections and services; and
- 2.4 Grow an engaged library community through marketing and outreach.

3. Learning & Growth Perspective – By working in ways that...

- 3.1 Build and sustain an organizational culture of evidence-based decision making assessment;
- 3.2 Foster an organizational culture that supports ongoing professional growth; and
- 3.3 Cultivate a climate of engagement and empowerment in which all employees are valued.

4. Financial Perspective – While managing our finances to help us...

- 4.1 Develop financial resources to implement the building Master Plan; and
- 4.2 Improve classified staff compensation to the representative peer market average.

STRATEGIC MEASURES

Below is a summary table of the measures as they are aligned with the objectives:

Perspective	Objective		Measure
User Perspective	Objective 1.1	Interact with a welcoming and responsive physical and digital library environment	User satisfaction and needs survey
			SUPR-Q (The Standardized User Experience Percentile Rank Questionnaire)
	Objective 1.2	Experience convenient access to extensive collections	Tracking the number of items acquired through DDA and purchase requests
			Per-capita e-resource and print resource use
	Objective 1.3	Achieve positive learning outcomes and develop their information literacy abilities	Standardized Information Literacy Assessment (SAILS, NSSE, and/or TATIL)
			A rubric-based assessment of student academic work derived from a set of learning outcomes collaboratively defined by Library faculty and staff
Internal Processes Perspective	Objective 2.1	Create useful, dynamic, and accessible digital and physical spaces	Measuring how ADA-accessible our physical spaces are and accessibility testing for digital spaces
			Percentage of the Library's square footage for different uses
	Objective 2.2	Collaborate with researchers to advance digital research and scholarship	Tracking how many times our archives and collections as data are used by the academic community
			Tracking how many collaborations the library has with other MSU researchers
	Objective 2.3	Expand, adapt, and diversify collections and services	Measuring the number of final digital objects created
			Measuring the number of times high-quality OER/OA materials are used
	Objective 2.4	Grow an engaged library community through marketing and outreach	Indexing ratio for major search engines + placement in search results + Social Media Optimization + inbound social traffic
			Measuring what we do together with organizations like ASMSU, Student Success, International Programs, Diversity and Inclusion Student Commons, veterans, indigenous peoples, Disability Services, etc.

Perspective	Objective		Measure
Learning and Growth Perspective	Objective 3.1	Build and sustain an organizational culture of evidence-based decision making and assessment	Number of annual report data fields that are being collected in LibAnalytics
			A yes/no or Likert scale-based diagnostic questionnaire on our culture of assessment
	Objective 3.2	Foster an organizational culture that supports ongoing professional growth	Number of hours dedicated to internal and external professional learning
			Number of classified staff participating in professional development opportunities
	Objective 3.3	Cultivate a climate of engagement and empowerment in which all employees are valued	ClimateQUAL - A standardized survey measuring six climate dimensions and seven organizational attitude dimensions
			Number of diversity initiatives implemented and maintained over time.
Financial Perspective	Objective 4.1	Develop financial resources to implement the building Master Plan	Number of dollars raised for Master Plan
			Number of dollars spent on Master Plan
	Objective 4.2	Improve classified staff compensation to the representative peer market average	Number of reclassifications, progression plans, and strategic pay increases
			Dollar amount in terms of average salary for classified staff compared to a representative peer market average

BRIEF DESCRIPTIONS OF INITIATIVES BY THEME

- **Collect Baseline Data for Strategic Measures:**
 - The User Experience & Assessment program will consult with Coordinators as they gather baseline data and set targets for each measure. They will maintain the implementation of the strategy in collaboration with the Executive Team and all staff. UX&A will review and improve the metrics and initiatives systematically on a regular basis, and they will develop visualization tools and dashboards.
- **Fundraising / Development Efforts:**
 - Administration, in conjunction with the MSU Alumni Foundation and Friends of the Library will develop financial resources to help achieve the Master Plan.
- **SEO / SMO / SWI Outreach:**
 - Search Engine Optimization (SEO), Social Media Optimization (SMO), and Semantic Web Identity (SWI) efforts will improve the Library experience of users via digital platforms by increasing the representation of the Library's and other partners' resources in major search engines and social media platforms.
- **Partnership Development:**
 - The Statewide Academic Libraries Coordinator will strengthen the TRAILS consortium and develop a partnership with the State Library of Montana. Our Outreach Librarian will coordinate projects with campus organizations and engage the broader Bozeman community, state of Montana, and beyond. The Data Infrastructure & Scholarly Communication (DISC) group will continue to strengthen and develop partnerships with researchers and scholars locally, nationally, and internationally.
- **Diversify and Expand Special Collections:**
 - Grow and diversify the number of physical and digital special collections at MSU Library by obtaining, for example, literary archives, primary sources created by underrepresented groups, primary sources in diverse formats, and regional interest archives.
- **Space Projects:**
 - The Associate Dean will coordinate the implementation of the Master Plan, which includes projects such as weeding, moving portions of the print collection to offsite storage, the Innovative Learning Studio (ILS) refresh project, Borrow Desk and public services area mini-remodel, and 4th and 2nd floor refreshers. This is a multi-year initiative for which the Master Plan serves as the overall vision for physical and programmatic spaces.
- **Budget Allocation:**
 - The Dean of the Library, in collaboration with the Executive Team, allocates resources across the organization; budget opportunities and constraints will be communicated consistently and transparently.

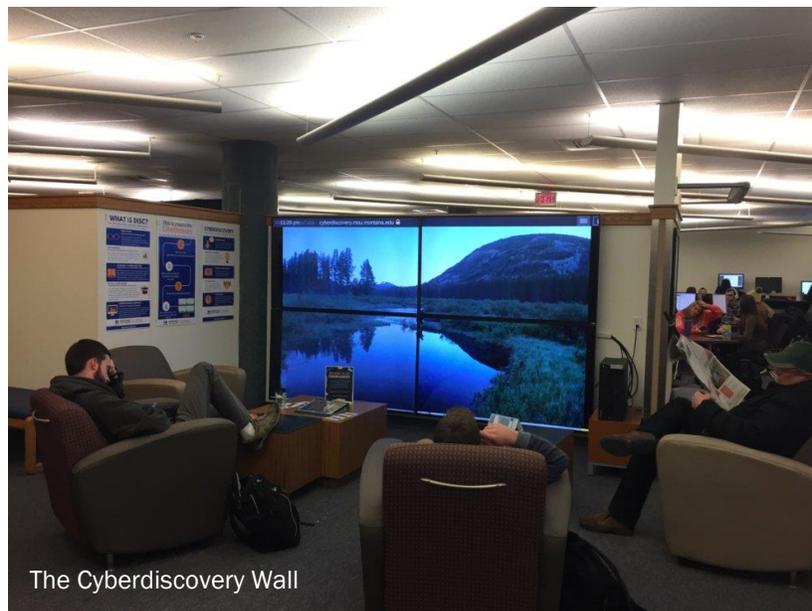
- **Organizational Development:**
 - The Executive Team will develop a consistent approach across departments on performance evaluations, professional growth plans, and communication strategies as part of the organizational development efforts of the Library.

- **Instructional Program Development:**
 - The Instructional Services Program Leader is coordinating this set of projects that include: (1) an Instructional Needs Assessment: internal & external, (2) Curriculum Building: objectives, assessments, design, (3) Communication & Marketing, and (4) Assessment: a big picture to tie it all together.

- **Project Management / Prioritization Policies and Procedures:**
 - A consistent approach utilizing a standardized project management process will be developed across the organization for prioritizing projects, initiatives, and departmental workflows.

- **Collection Development:**
 - Over the next seven years, we will redefine our collection development strategy to focus on newer models like demand-driven acquisitions as opposed to traditional collection development methods. An emphasis will be placed on the acquisition, curation, and use of open educational resources, open access models, and other shared resources through the TRAILS consortium.

- **Digital Spaces:**
 - Our digital spaces will be continually assessed for usability and accessibility, with improvements being made to both areas as necessary. We will also work to further innovate in areas such as SWI, researcher profiles, and SEO.



STRATEGIC INITIATIVES THEMES MAPPED TO STRATEGIC OBJECTIVES

Below is a summary table of the strategic initiatives and how they are mapped to our strategic objectives:

Strategic Initiative Themes	Strategic Objectives											
	User Perspective			Internal Processes Perspective				Learning and Growth Perspective			Financial Perspective	
	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	3.3	4.1	4.2
Collect Baseline Data for Strategic Measures	x		x	x			x	x		x		x
Fundraising & Development				x							x	
SEO, SMO, SWI & Outreach		x			x		x					
Partnership Development					x	x	x			x		
Diversify and expand special collections						x				x		
Physical Space Projects	x			x							x	
Budget Allocation									x		x	x
Organizational Development								x	x	x		x
Instructional Needs Assessment			x									
Digital Spaces	x			x	x	x	x					
Collection Development		x								x		
Project Management / Prioritization Policies and Procedures						x		x		x		



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