



MSU Library Strategic Plan

March 2013

LEARNING

MSU Objective

L.1: Assess, and improve where needed, student learning of critical knowledge and skills.

Library Strategy

Assess, and improve where needed, library instruction to ensure that every MSU graduate will be information literate.

Library Objective

Matches the MSU Objective.

Library Metrics

- 1) Draft and implement library information literacy assessment plan by 2015.
 - Targets/Milestones/Lead Team or group
 - Draft completed by 2014 – Reference Team
 - Implementation by 2015 – Reference Team

- 2) Propose and promote the inclusion of information literacy as a required MSU Core competency by 2015.
 - Targets/Milestones/Lead Team or group
 - Continue to advocate for integration of information literacy into learning outcomes discussion for MSU Core curriculum – Reference Team
 - Submit proposal to MSU Core Committee – Reference Team

- 3) Increase by 20% the "student body reach" of library instruction by 2019.
 - Target/Milestones/Lead Team or group
 - Ensure sufficient resources and personnel for Library instruction efforts based on assessment plan – Administration
 - Increase "student body reach" – Reference Team



DISCOVERY

MSU Objective

D.1 Elevate the research excellence and recognition of MSU faculty.

Library Strategy

Elevate the research excellence and recognition of the MSU Library faculty.

Library Objective

(Matches the MSU Objective)

Library Metrics

- 1) Increase Library faculty's scholarly output and grant activity by 10% by 2015.

Target/Milestones/Lead Team or group

- Establish baseline (using FAD data for 2010-2012) by end of 2013 – Administration

MSU Objective

D.2: Enhance infrastructure in support of research, discovery and creative activities

Library Strategy

Advance the Library's infrastructure to enhance learning, discovery and research of the MSU community.

Library Objective

Enhance Library collection development and increase content development.

Library Metrics

- 1) Continue to purchase materials in support of research and growing student populations and academic programs by 2019.

Target/Milestones/Lead Team or group

- Institute demand driven acquisitions – Collection Development
- Explore options for providing access to textbooks – Access Services & Collection Development

- 2) Continue to create and develop local digital collections by 2019.

Target/Milestones/Lead Team or group

- Continue to refine and prioritize digital collections scope statement by 2013 – Digital Access and Web Services (DAWS)
- Prioritize and digitize three special collections by 2015 – DAWS & Special Collections
- Launch Acoustic Atlas prototype by 2014 – DAWS

Library Objective

Improve discovery layers and find-ability of library content.

Library Metrics

- 1) Increase indexing rates of MSU content to improve access for researchers worldwide by 2015.

Target/Milestones/Lead Team or group

- Create dashboard for analytical reporting by 2013 – DAWS
- Establish a baseline for Google's indexing of Library web content for search engine optimization by 2013 – DAWS
- Establish baseline for Google Scholar's indexing of ScholarWorks by 2014 – Institutional Repository Working Group

- 2) Research, develop, assess and improve new and existing tools to support research discovery and creative activities of the MSU community by 2015.

Target/Milestones/Lead Team or group

- Research and explore discovery layer by 2013 – Summon Assessment Group
- Continue to evaluate and improve discovery layer search options by 2019 – working group to be determined by Administration
- Determine solution for intranet by 2014 – DAWS & Systems
- Implement unified search of digital collections by 2014 – DAWS
- Implement Google Search Appliance for University community by 2014 – DAWS

- 3) Implement and improve information architecture and user experience of relevant mobile and desktop software applications based on analytics and user testing by 2015.

Target/Milestones/Lead Team or group

- Redesign and implement new information architecture for second tier website pages and searching by 2014 – User Experience group
- Apply usability best practices across web applications by 2014 – User Experience Group

Library Objective

Lead open access research and publishing efforts.

Library Metrics

- 1) Optimize the ScholarWorks Institutional Repository (IR) to hold 20% of scholarly output from MSU by 2018. *(Technical note: gauged by what is reported by faculty annually via the FAD or its next iteration)*

Target/Milestones/Lead Team or group

- Define scope for collecting MSU scholarly output by 2014 – Institutional Repository Working Group
- Establish baseline for MSU scholarly output based on statistics from Planning and Analysis office by 2015 – Institutional Repository Working Group
- Begin collecting MSU scholarly output and including in ScholarWorks by 2013 – Institutional Repository Working Group

- 2) Create a coordinating structure to support scholarly communication for the MSU community by 2016.

Target/Milestones/Lead Team or group

- Hire a Scholarly Communication Librarian by 2013 – Administration
- Hire a Data Management Librarian by 2014 – Administration
- Promote adoption of campus open access policy by 2016 – Institutional Repository Working Group
- Promote data management on campus to support scholarly communication by 2016 – DAWS & Administration
- Establish a fund to support contributions to open access research publications by 2019 – Administration

Library Objective

Enable the sharing of resources between institutions and providers.

Library Metrics

- 1) Ensure all digital library collections have standardized metadata based on MODS (Metadata Object Description Standard from Library of Congress) by 2015.

Target/Milestones/Lead Team or group

- Ensure sufficient training of personnel for metadata creation – DAWS

- 2) Support unified identity management that will be implemented by 2015.

Lead Team or group – Systems

- 3) Add APIs (application programming interface) and microdata to applicable library applications by 2015.

Target/Milestones/Lead Team or group

- Establish a baseline for engagement and click-through rates for microdata content within digital collections by 2014 – DAWS



ENGAGEMENT

MSU Objective

E.1: Strategically increase service, outreach and engagement at MSU.

Library Strategy

Develop a library-wide coordinating structure to support and advance Library engagement, outreach and service.

Library Objective

(Matches the MSU Objective.)

Library Metrics

- 1) Draft and implement an assessment plan for library activity in service, outreach and engagement by 2016.

Target/Milestone/Lead Team or group

- Devote personnel to service, outreach and engagement activities by 2014 – Administration

- 2) Increase engagement with library resources and services by all members of the MSU community by 2016.

Targets/Milestones/Lead Team or group

- Increase the number of co-sponsored workshops with other MSU entities such as the Office of Student Success or the Writing Center by 2014 – Reference Team
- Implement and assess a series of synchronous online workshops by 2013 – Reference Team
- Collate and disseminate statistics related to usage of library services and resources by 2013 – Administration

- 3) Continue to develop engagement with social media networks for the MSU Library community by 2019.

Target/Milestone/Lead Team or group

- Explore emerging social media networks and trends that engage library users – Social Media Group & DAWS
- Apply innovative uses of social media to increase online interaction with the Library by 2015 – Social Media Group & DAWS
- Conduct research involving student and community social media usage and track results by 2016 – Social Media Group

Library Objective

Seek partnerships and memberships that raise MSU Library profile.

Library Metrics

- 1) Become a member in a regional or national library alliance by 2015.
Lead Team or group – Administration

- 2) Host a research conference at MSU by 2019.
Target/Milestones/Lead Team or group
 - Explore opportunities for conferences by 2014 – working group to be determined by Administration

- 3) Strengthen support for OMNI members and seek cooperative opportunities with other Montana libraries by 2019.
Target/Milestones/Lead Team or group
 - Explore options for expanding cooperative activities such as courier services, Integrated Library System (ILS) solution, opportunities for training, and shared collections – Administration
 - Implement reciprocal borrowing among MSU campuses by 2014 – Access Services

MSU Objective

E.3 MSU students, faculty and staff will have increased opportunities for leadership development.

Library Strategy

Increase opportunities for leadership development for the employees of the MSU Library.

Library Objective

(Matches the MSU Objective.)

Library Metrics

- 1) Increase participation of Library personnel as representatives on Library and University committees by 2019.
Targets/Milestones/Lead Team or group
 - Establish baseline of current participation and establish target for improvement by end of 2013 – Administration
 - Ensure continued classified staff participation on library committees by 2014 – Team Leaders
 - Encourage participation, maintain records and report on classified staff involvement with University committees – Team Leaders

- 2) Formalize the Think-Tank concept to create a culture of research and development/innovation by 2015. (*Technical note: Think-tank began as an informal exploratory group for new technology.*)

Target/Milestones/Lead Team or group

- Define scope of research and development efforts by 2014 – Administration



STEWARDSHIP

S.1 Human Resources. Attract, develop and retain the best faculty and staff to achieve the MSU mission.

Library Strategy

Attract, develop and retain the best faculty and staff to achieve the MSU Library mission.

Library Objective

Improve employee compensation and professional development opportunities.

Library Metrics

- 1) Devote funds and establish distribution policy to ensure that library employees have opportunities to participate in professional development activities by 2014.
Lead Team or group – Administration

- 2) Increase classified staff wages to achieve 100% of peer market average as defined by American Library Association and Carnegie research institutions for like classifications by 2017.
Target/Milestones/Lead Team or group
 - Conduct research to determine peer market average by 2013 – Classified staff pay initiative sub-group
 - Propose revisions to the library position classifications – Classified staff pay initiative sub-group

Library Objective

Strengthen organizational structure of the Library to meet evolving needs of a modern academic library.

Library Metrics

- 1) Review current organizational structure of the Library to determine what, if any, changes would benefit the Library in achieving its mission by 2018.
Target/Milestones/Lead Team or group
 - Assess current organizational structure by 2014 – Administration
 - Pursue sufficient and appropriate personnel to achieve the Library's mission by 2018 – Administration

Library Strategy

Improve work environment for library employees.

Library Objective

Improve employee work spaces and resources to foster a healthy and efficient work environment.

Library Metrics

- 1) Identify, implement and assess needed improvements to employee work spaces by 2015.

Target/Milestone/Lead Team or group

- Refresh staff room – Administration & Staff Association
- Ensure offices, work spaces and equipment are suited to tasks and workflows – Administration

MSU Objective

S.2: Physical Resources. Enhance aesthetic appeal and functional quality of MSU physical resources to support high quality learning, research and work environments.

Library Strategy

Create a pleasant, physical environment that facilitates learning, collaboration, and multidisciplinary interactions.

Library Objective

Provide spaces that foster learning, collaboration, discovery, and cultural activities.

Library Metrics

- 1) Repurpose existing spaces to increase teaching, presentation, and group study areas by 2015.

Target/Milestones/Lead Team or group

- Develop 10-year flexible spaces plan by 2013 – Space Exploration Group
- Create technology-rich meeting and presenting space(s) for large groups (greater than 10) by 2014 – Administration
- Implement new browsing collections by 2014 – Browsing Group
- Expand assessment of the Library's first floor Commons to increase student and faculty access to technology and resources in a collaborative environment by 2014 – Public Services Group

Library Objective

Maintain and enhance quiet study areas.

Library Metrics

- 1) Diversify and expand the options for seating and computing in quiet study areas by 2015.

Target/Milestones/Lead Team or group

- Improve Special Collections reading room area – Special Collections
- Explore options to improve seating and study spaces – Public Services Group & Space Exploration Group
- Explore ways to improve technology access while maintaining quiet study spaces – Public Services Group

Library Objective

Provide access to technologies relevant to the Library's mission.

Library Metrics

- 1) Explore options to provide access to educational technologies that meet the needs of the MSU community by 2015.

Target/Milestones/Lead Team or group

- Draft and implement plan for educational technologies available to patrons by 2015 – Public Services Group
- Explore options to expand the commons to include workspaces for digital content creation, scholarship, consultation and collaboration by 2013 – Space Exploration Group

Library Objective

Provide lab space for digital scholarship, consultation, and partnerships.

Library Metrics

- 1) Create a digital scholarship center by 2015.

Target/Milestones/Lead Team or group

- Create visioning document for digital scholarship at MSU by 2013 – Digital Scholarship Center Visioning Group
- Fully implement Digital Scholarship Center by 2015 – Administration

MSU Objective

S.3: Economic Resources. Increase and effectively allocate resources in support of the MSU Strategic Plan.

Library Strategy

Ensure continual and systematic assessment of library information, resources, and services.

Library Objective

(Matches the MSU Objective.)

Library Metrics

- 1) Create infrastructure to ensure continual assessment of library functions and services by 2015.

Target/Milestones/Lead Team or group

- Devote personnel for assessment initiatives by 2014 – Administration

- 2) Implement ongoing analysis and reporting on return on MSU investments in the Library by 2015.

Target/Milestones/Lead Team or group

- Create a budget road show by 2014 – Collection Development

MSU Objective

S.4: Environmental Resources. Promote sustainable stewardship and a culture of resource conservation at MSU.

Library Strategy

Explore and implement better methods to promote sustainability

Library Objective

(Matches the MSU Objective.)

Library Metrics

- 1) Assess and decrease environmental impact through conservation and recycling efforts by 2019.

Target/Milestones/Lead Team or group

- Install hand dryers in restrooms by 2014 – Administration
- Install water bottle filling stations on third floor and basement by 2014 – Administration