



# 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