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Mississippi State University Libraries 2013-2017 Strategic Plan

Mississippi State University Libraries

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Mississippi State University Libraries

2013-2017 Strategic Plan

Vision Statement

Mississippi State University Libraries will continue to be the premier research library for an information-rich academic and research environment by providing its communities of users an ongoing, creative, technologically advanced library program that provides new and emerging technologies; enhances and inspires teaching, research, and service of the highest caliber in an environment of free and open inquiry and with a commitment to excellence.

Mission Statement

The mission of Mississippi State University Libraries, a comprehensive research library, supports the University's mission and the land-grant research tradition by providing essential services and collections for its user communities: collecting, managing, curating, ensuring access to, and facilitating analysis and use of scholarly information and technology necessary for excellent teaching, research, and service. MSU Libraries are committed to instilling among its user communities the principles of effective and appropriate information literacy and the ideals of diversity, citizenship, leadership, and service.

Mississippi State University Goals

- Foster Teaching and Learning
- Promote Research and Creativity
- Expand Outreach and Engagement
- Encourage Globalization
- Enhance Institutional Culture and Environment

Mississippi State University Values

- Access and Opportunity
- Excellence and Innovation
- Communication and Collaboration
- Integrity and Accountability
- Citizenship and Leadership
- Respect

Mississippi State University Libraries Strategic Goals

- **Foster Teaching and Learning:** Support the University's goal of fostering teaching and learning by preparing students for their professional and personal lives by providing specialized information and digital literacy services that enhance and augment their educational and scholarly opportunities.
- **Support Research:** Enhance the Libraries support of research and advance scholarly communication initiatives by enhancing existing services, developing additional services and collections, and establishing cross-departmental collaborative endeavors.
- **Acquire, Process, Preserve, and Provide Access to Collections:** Acquire, process, preserve, provide access to and discovery of traditional, non-traditional, and premier collections regardless of format which support the teaching and research needs of the University's user communities.

- **Maintain and Enhance a Robust Technological Infrastructures:** Maintain and enhance a robust, technological infrastructure conducive to the evolving needs of the Libraries' user communities and in providing increased flexibility in the access and delivery of information, resources, and collections.
- **Expand Outreach Opportunities: Outreach (public engagement):** Following the University's core mission of teaching, research, and service and as a land-grant institution, the Libraries will expand outreach opportunities and activities to the University community and beyond by establishing and fostering existing and additional relationships and partnerships with university and non-university groups.
- **Transform Facilities into Advanced Learning Spaces:** Continue to transform the Libraries' facilities into advanced learning spaces to meet the users' evolving spatial and technological needs through repurposing existing spaces and construction of additional facilities.
- **Invest in Library Faculty, Staff, and Student Assistants:** Invest in a diverse library faculty, staff, and student assistants; committed to teaching, research, exemplary service, innovation, and communication to ensure a quality program.
- **Efficiently Administer All Facets of the Library Program:** The Dean of Libraries and the Library Administrative Council (LAC) will work to efficiently and effectively administer all facets of the library program to ensure excellence, innovation, accountability, and an environment of continuous improvement.

Foster Teaching and Learning

Goal 1 Support the University's goal of fostering teaching and learning by preparing students for their professional and personal lives by providing specialized information and digital literacy services that enhance and augment their educational and scholarly opportunities. {University Goals: Foster Teaching and Learning; Encourage Globalization; and Promote Research and Creativity}

Priority 1.1: Provide customized services and instruction that assists all faculty and staff in incorporating information and digital literacy principles into academic programs, classroom instruction, and lifelong learning.

Strategy	Measure of Success
1.1.1 Increase collaborative activities with classroom faculty and departments including embedding library faculty members and courses taught by library faculty members (e.g., English 3413, BCH 4503/6503 (Chemistry course), Course specific research guides, electronic reserves).	1.1.1.1 Embed more library faculty and professional staff in additional departments and courses by 10% annually. 1.1.1.2 Increase the number of course specific research guides for departments by 10% annually.
1.1.2 Enhance and provide specialized workshops that assist faculty in the further incorporating of information and digital literacy in their courses (e.g., professor booked workshops, regularly scheduled Library workshops).	1.1.2.1 Increase the number of specialized workshops by 10% annually through additional partnerships with teaching faculty. 1.1.2.2 The number of professor booked workshops will increase by 10% annually.
1.1.3 Enhance and provide specialized research support services (e.g. Consultations, Faculty Information Portal).	1.1.3.1 Specialized research support services will increase by 10% annually. 1.1.3.2 Use of specialized research support services by faculty/staff will increase by 10% annually.

Priority 1.2: Provide customized services and instruction to undergraduate students.

Strategy	Measure of Success
1.2.1 Assign an Information and Digital Literacy Committee with a charge to develop a plan of action which will include literacy competencies as outlined in the national Association of College and Research Libraries (ACRL) Information Literacy Standards.	1.2.1 Initial meeting of the committee will be held by June 30, 2013.
1.2.2 Continue working with the University Administration to establish a required for-credit information and digital literacy course taught by library faculty and/or professional staff.	1.2.2.1 100% of all freshman and transfer students will have completed the course. 1.2.2.2 Pre and post tests will document a higher rate of literacy competencies. 1.2.2.3 85% of student who participated in the course will graduate.
1.2.3 Enhance student's information and digital literacy skills by developing and providing specialized classes and workshops, focusing on ease-of-use strategies, for face-to-face and distance education courses.	1.2.3.1 Survey results will show that undergraduate students have improved their information literacy skills. 1.2.3.2 Teaching faculty attest to better coursework results from undergraduate students.

Strategy	Measure of Success
1.2.4 Participate in the planning and implementation of the University's Quality Enhancement Plan (QEP) Writing Initiative through the continued leadership on the University QEP Planning Committee.	1.2.4.1 Library faculty have major responsibilities and involvement. 1.2.4.2 Provide appropriate workshops and activities in support of the QEP Initiative.
1.2.5 Enhance the suite of tools and technologies available to create and manipulate digital objects.	1.2.5 Current funding will be increased by 15% annually.
1.2.6 Enhance point-of-need services through specialized online tutorials and research guides.	1.2.6 Enhance and increase the number of online tutorials and research guides by 10%.
1.2.7 Enhance the Blackboard module focusing on library services to further embed the Library in every course.	1.2.7 Blackboard module will be in use by end of the 2012-2013 fiscal year and improved annually.
1.2.8 Enhance reference services for undergraduate learning (e.g., Undergraduate Information Portal, Undergraduate Research Center, Consultations).	1.2.8 Review current service annually and enhance according to new and emerging technologies.
1.2.9 Enhance virtual services (e.g., Ask-A-Librarian, Chat, Facebook, Twitter).	1.2.9.1 Enhance and promote services and increase patron use by 20%. 1.2.9.2 Review current service annually and enhance according to new and emerging technologies.
1.2.10 Continue to develop a partnership with Writing Center, TRIO, IHL Remedial Program and other programs that focus on "at risk" students to assist in retention of undergraduate students.	1.2.10 Pre and post test administered by this partnership will document a higher rate of literacy competencies from among the "at risk" students.

Priority 1.3: Provide customized services and instruction to graduate students.

Strategy	Measure of Success
1.3.1 Enhance the Libraries' Graduate Studies Committee to further promote and expand the services for graduate students and assist in the assessment of existing services.	1.3.1 Ongoing and successful collaboration between the MSU Libraries and the MSU Office of the Graduate School evidenced in activities such as the Graduate Fair, Graduate Coordinators Meeting, and MSU Libraries' information in the <i>Benefacta</i> periodical.
1.3.2 Enhance collaboration with the Graduate School, Graduate Student Association and the Graduate Council to further promote and expand the Library services in meeting the needs of graduate students.	1.3.2.1 Meet with the new Dean of the MSU Office of the Graduate School by July 15, 2013. 1.3.2.2 Meet with the new Executive Committee of the Graduate Student Association by September 1, 2013.
1.3.3 Enhance student's information and digital literacy skills by developing and providing specialized classes and workshops, focusing on ease-of-use strategies, for face-to-face and distance education courses.	1.3.3.1 Survey results will show that graduate students have improved their information literacy skills. 1.3.3.2 Teaching faculty attest to better coursework results from graduate students. 1.3.3.3 90% of the graduate students attending the Survival Skills for Graduate Students agree or strongly agree that the workshop enhanced their information/digital literacy skills. 1.3.3.4 90% of the graduate students attending the Preparing Future Faculty workshops agree or strongly agree that the workshop enhanced their information/digital literacy skills.
1.3.4 Strengthen the collaboration with the Graduate School in promoting the initial use of the thesis/dissertation template.	1.3.4 85% of the graduate students using the thesis/dissertation template will report a higher rate of satisfaction with the process.
1.3.5 Enhance point-of-need services through specialized tutorials and research guides.	1.3.5 Enhance and increase the number of online tutorials and research guides by 10% annually.
1.3.6 Enhance the Blackboard module focusing on	1.3.6 Blackboard module will be in use by end of the

Strategy	Measure of Success
library services to further embed the Library in every course.	2012-2013 fiscal year and improved annually.
1.3.7 Enhance the outreach to increase the PhD students awareness of library services/resources and to more specifically identify research and collections needs.	1.3.7 The number of consultations with the PhD students will increase by 10%. (Respons. Reference; Deadline: Annual)

Priority 1.4: Provide customized services and instruction to international students.

Strategy	Measure of Success
1.4.1 Establish a Library International Student Committee, with representation from the Office of Graduate School and International Studies, charged with assessing the needs of International Students.	1.4.1 Establish this Committee by August 15, 2013.
1.4.2 Develop a workshop series designed specifically to meet the needs of the International students (e.g. plagiarism, copyright, life skills).	1.4.2 Assess the additional needs of the international students during the Fall 2013 semester and implement new workshop programs in Spring 2014.
1.4.3 Continue representation on the University's International Program and Advisory Council (IPAC).	1.4.3.1 A member of the Library Administrative Council will be named to the committee by July 1, 2013. (Responsibility: Coleman; Deadline: Annual)

Priority 1.5: Accelerate the Libraries' currently established Distance Education program by further promoting the Libraries' services/resources and access to collections.

Strategy	Measure of Success
1.5.1 Enhance the promotion of all Library services to distance education students (e.g. Library Express, Reference/Virtual Services, InterLibrary Loan).	1.5.1.1 Library Express will increase by 25%. 1.5.1.2 Reference/Virtual Services will increase by 25%.
1.5.2 Further embed the Library in the Distance Education program (e.g. chairmanship of the Libraries Distance Education Committee, membership on the University's Department of Distance Education's committees).	1.5.2.1 The Libraries' Distance Education Program will be more embedded in the University's overall Distance Education program. 1.5.2.2 Generated surveys will document increased use of the Libraries' services and resources by 25%.
1.5.3 Enhance the learning opportunities afforded to distance education students by providing all workshops and tutorials available online.	1.5.3.1 100% of the workshops offered will be available online. 1.5.3.2 The Tutorial Committee will evaluate the existing tutorials and make recommendations to the Library Administration as to tutorials that need to be updated or added in order to better meet the needs of the distance users by June 30, 2013. 1.5.3.3 85% of the students participating in the Distance Education Online Orientation will agree or strongly agree that the orientation enhanced their understanding of the Libraries.
1.5.4 Expand and enhance the Libraries' Distance Education Portal, and LibGuides.	1.5.4 The Distance Education Committee will review the Distance Education Portal annually.

Priority 1.6: Provide customized services and instruction to all user communities including alumni, retirees, and non-university researchers as appropriate.

Strategy	Measure of Success
1.6.1 Increase the services offered to alumni and retired faculty.	1.6.1.1 Develop an online portal which highlights and promotes the services offered to these constituents. 1.6.1.2 Develop a partnership with the MSU Alumni Association in providing alumni access to online databases. 1.6.1.3 Borrowing of materials by alumni will increase by 10%
1.6.2 Respond to university-wide initiatives by offering appropriate programs (e.g., veterans programs, honors programs).	1.6.2 Increase participation in University-wide initiatives by one activity annually.

Support Research

Goal 2 Enhance the Libraries' support of research and advance scholarly communication initiatives by enhancing existing services, developing additional services and collections, and establishing cross-departmental collaborative endeavors. {University Goals: Promote Research and Creativity; Encourage Globalization; Expand Outreach and Engagement; and Foster Teaching and Learning }

Priority 2.1: Enhance the libraries' support of research and advance scholarly communication initiatives by expanding memberships in regional and national organizations and participation in other research consortia.

Strategy	Measure of Success
2.1.1 Attain membership in the Association of Research Libraries (ARL) to provide additional and advanced teaching, research and scholarly opportunities for faculty, staff and students.	2.1.1
2.1.2 Expand opportunities for collection development, cost sharing, Interlibrary Loan, and consortia development.	2.1.2.1 Maintain membership in Center for Research Libraries (CRL) and the Coalition for Networked Information (CNI). 2.1.2.2 Evaluate products being offered by consortia / current vendors. 2.1.2.3 Assess current consortial products annually. 2.1.2.4 Seek input from department heads, representatives and liaisons with regard to database products. 2.1.2.5 Through the University Libraries Directors Council (statewide council), additional consortial opportunities will be discussed and, when possible, implemented.

Priority 2.2: Expand the services offered specifically for graduate students that assist in their learning, research and teaching.

Strategy	Measure of Success
2.2.1 Enhance the Libraries' Graduate Studies Committee to further promote and expand the research services for graduate students and assist in the assessment of existing services.	2.2.1 Ongoing and successful collaboration between the MSU Libraries and the MSU Office of the Graduate School evidenced in activities such as the Graduate Fair, Graduate Coordinators Meeting, and MSU Libraries' information in the <i>Benefacta</i> periodical. See 1.3.1.
2.2.2 Enhance collaboration with the Graduate School, Graduate Student Association and the Graduate Council to further promote and expand the Library research services in meeting the needs of graduate students.	2.2.2.1 Meet with the new Dean of the MSU Office of the Graduate School by July 15, 2013. 2.2.2.2 Meet with the new Executive Committee of the Graduate Student Association by September 1, 2013. See 1.3.2.
2.2.3 Enhance specialized research support services (e.g., Survival Skills for Graduate Students, EndNote, Ethics in Research, Graduate Information Portal, Consultations) offered specifically for graduate students.	2.2.3 Specific specialized research support services will be increased and/or enhanced by 10% annually.

2.2.4 See priorities and strategies under the Foster Teaching and Learning Goal. (Priority: Provide customized services and instruction to graduate students).	2.2.4 See Measures of Success under Goal 1.
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Priority 2.3: Collect, provide global access and visibility, and preserve the Universities' digital and intellectual assets in a single location (e.g., theses, dissertations, published pre-prints and post-prints, and unpublished faculty and/or university publications).

Strategy	Measure of Success
2.3.1 Develop and implement a plan for a campus-wide Institutional Repository that includes partnering with other campus research entities.	2.3.1.1 A plan will be developed by August 1, 2013. 2.3.1.2 Plan will be presented to the University Administration by September 1, 2013. 2.3.1.3 A pilot project will begin by January 2014 based on the plan to identify best practices. 2.3.1.4 Full implementation of the project will begin in May 2014. 2.3.1.5 Partner with MSU units to explore the possibility of migrating the existing publications to the Institutional Repository.
2.3.2 Develop a plan to digitize Mississippi State University's theses and dissertations currently only available in print.	2.3.2.1 Plan will be developed by December 31, 2013. 2.3.2.2 50% of the collection will be digitized and made available by July, 2018.
2.3.3 Continue to highlight the publishing accomplishments of the faculty by enhancing the MSU Faculty Authors Website.	2.3.3.1 Requests for additional contributions will be sent to faculty semi-annually. 2.3.3.2 100% of the materials received will be added to the MSU Faculty Authors Website within six months.
2.3.4 Develop and implement a plan for preserving the University's electronic records (physical records program is already in place) and to capture the history of the University by archiving the University's online presence.	2.3.4.1 A Libraries Institutional Repository Committee of selected Library faculty/staff will be created to develop the plan by August 1, 2013. 2.3.4.2 The IR Committee will have a draft of the plan for review by the LAC by May 2014. 2.3.4.3 The implementation for the plan will begin July 2014.
2.3.5 Acquire the University Relations Photo Morgue and other broad-based photographic collections to facilitate preservation of the history of the University.	2.3.5.1 The Library Administration will meet with the Director of University Relations by July 30, 2013 to discuss the project priorities and objectives. 2.3.5.2 University Archives, Systems and Digital Preservation and Access Unit will review the needs for the project and determine the appropriate means of acquiring, describing and storing the images. 2.3.5.3 Digital Preservation and Access Unit will develop a plan for routinely ingesting additional materials from the collection.
2.3.6 Development a plan to acquire physical and digital records from the Mississippi Extension Service and MAFES; including the records of county office, research and experiment centers, and centers and institutes.	2.3.6.1 Plan will be developed by ____ 2014. 2.3.6.2 Hold Records Management meetings with department representatives, administrative assistants, and institute heads to discuss RM guidelines. 2.3.6.3 Work with Extension and MAFES to have records from five county offices transferred annually.

Priority 2.4: Develop a suite of Data Consultation and Management Services that educate and assist graduate students, faculty, and researchers in developing and implementing a data management plan. (As more federal agencies adopt requirements for grantees to develop and implement data management plans, the University Libraries will take the lead in developing services that assist researchers with this process.)

Strategy	Measure of Success
2.4.1 Assign a library faculty to develop a plan for offering Data Consultation and Management Services (e.g. workshops, educational programs, research guides).	2.4.1 Assignment of library faculty will be made by June 30, 2013.
2.4.2 Meet with the Provost and the Vice President for Research and seek approval and support for the University's adoption of the Data Consultation and Management Services Plan.	2.4.2 The Library Administration will meet with the Vice President of Research.

Priority 2.5: Develop a data repository and associated services that will assist faculty, students, and researchers with identifying, accessing, analyzing, and manipulating data sets (e.g. GIS data sets, local, state, and national data sets, teaching SPSS/SAS, ICPSR contact).

Strategy	Measure of Success
2.5.1 Identify a Librarian/Professional who will serve as the point person to lead the efforts in providing services related to identifying, accessing, analyzing and manipulating data sets.	2.5.1 Employment of two additional staff members (1 faculty; 1 professional) to coordinate and lead the project by June 30, 2014.
2.5.2 Develop an advisory committee including teaching and research faculty to assist in the development of the services.	2.5.2 Committee will be selected and begin meeting by December 2014.
2.5.3 Develop a project plan in support of providing a data repository and the appropriate services.	2.5.3 Draft of the plan will be presented to the Library Administration by June 30, 2015.

Priority 2.6: Enhance the Scholarly Communication Services offered to the MSU community of users that advocate for open access and assist them in becoming more literate in the application and use of copyright materials for educational and research purposes.

Strategy	Measure of Success
2.6.1 Collaborate with the Provost Office, Office of Research, University Counsel, Chief Information Officer, Center for Teaching and Learning (CTL), and Faculty Senate in the development of a series of workshops and programs that highlight Scholarly Communication issues (e.g. author rights, new publishing models and options, open access, preservation issues).	2.6.1 Initial meeting with the Provost and/or designee.

2.6.2 Educate library faculty and staff in Scholarly Communication issues.	2.6.2 Begin the development of an inhouse educational program of workshops, webinars, external speakers and review of best practices in developing Scholarly Communication Services by June 30, 2013.
2.6.3 Continue leadership role with campus-wide Copyright Awareness Committee that provides resources, programs, and services to faculty, graduate students, and researchers.	2.6.3 The campus-wide Copyright Committee will meet by September 15, 2013.
2.6.4 Partner with University and academic departments, units, and centers in providing open access to intellectual property and content (e.g., journals, monographs) by offering digital preservation services and alternate publishing options and services (e.g., journal hosting services, copy/layout services).	2.6.4.1 Meetings with potential partners will be held by June 2014. 2.6.4.2 A plan to support digital preservation services for academic units/departments will be developed by June 2014.

Priority 2.7: Enhance librarians' involvement in the development of University research and educational grant proposals.

Strategy	Measure of Success
2.7.1 Partner with the Office of Research and the Social Science Research Center to identify researchers developing grant proposals in which the Libraries can provide research assistance and/or become co-principle investigators.	2.7.1.1 At least five new collaborative partnerships will be established annually. 2.7.1.2 At least one grant proposal will be awarded.
2.7.2 Apply for grant opportunities (local, state, and federal) which advance the overall library program.	2.7.2 Three grants will be awarded per year.

Priority 2.8: Explore the feasibility and gauge campus-wide interest in e-research initiatives that support new forms of research (e.g. e-science, Digital Humanities, Social Sciences).

Strategy	Measure of Success
2.8.1 Collaborate with and engage appropriate individuals from Social Sciences, Humanities, and the Social Science Research Center in the development of e-research initiatives in support of teaching and research.	2.8.1.1 By September 1, 2013, meet with the Dean of the College of Arts and Sciences and the Director of the Social Science Research Center to identify the appropriate individuals from their College with whom to collaborate on e-research initiatives to serve on a Committee. 2.8.1.2 Committee will meet by the second week of September 2013. 2.8.1.3 E-research needs assessment to be conducted by this Committee by the end of Spring 2014 semester.
2.8.2 Develop and implement the Libraries Plan and work with the Provost, other University Administrators, and faculty in the further development of an e-Research Center (supporting e-science, Digital Humanities and Social Sciences) which will provide faculty researchers and students collaborative opportunities to work with digital texts, images, etc.	2.8.2 By June 2014, the Committee will develop a plan based on the needs assessment conducted during the Spring 2014 semester and determine appropriate implementation schedule.

Acquire, Process, Preserve, and Provide Access to Collections

Goal 3 Acquire, process, preserve, provide access to and discovery of traditional, non-traditional, and premier collections regardless of format which support the teaching and research needs of the University's user communities.
{University Goals: Improve Resources of MSU Libraries; Foster Research and Creativity; Foster Teaching and Learning; and Encourage Globalization}

Priority 3.1: While adhering to the Libraries' Collection Development Policies and the core mission of providing access to scholarly research materials required for teaching and learning, the Libraries will acquire, and provide access to materials required for a diverse and comprehensive research institution.

Strategy	Measure of Success
3.1.1 Seek additional funding in support of collections and to especially address collection development needs in the Humanities and to meet the needs and the further development of eBook and other digital collections.	<p>3.1.1.1 The Libraries' budget will increase in support of annual inflation percentages (e.g., 6-12%).</p> <p>3.1.1.2 The Libraries' materials budget will increase by \$1,500,000 over a period of five years in order to meet the current ongoing collection development needs and to especially address collection development needs in the Humanities.</p> <p>3.1.1.3 A concentrated effort will be made to seek and acquire two additional grants per year in support of collection development.</p> <p>3.1.1.4 100% of the academic departments will continue to meet on an annual basis to evaluate the Libraries' collection.</p>
3.1.2 Seek grant funds in support of specific collection development needs.	3.1.2 Apply for at least two grants annually.
3.1.3 Accelerate the evaluation and assessment of collections utilizing data driven metrics with input from the Libraries faculty liaisons and the teaching/research faculty.	<p>3.1.3.1 Library Liaisons will continue to assist with collection development decisions through the selection and deselection of materials utilizing a variety of tools and data sets.</p> <p>3.1.3.2 The current journal evaluation program will be continued on an annual basis to transition an additional 10% of the print format to digital formats.</p>
3.1.4 Continue the transition of journals/serials from print format to digital format and accelerate the acquisition of digital scholarly content (e.g., eBooks, streaming video, streaming audio).	3.1.4 The purchasing of eBooks and streaming video and audio will be increased by 10% annually.
3.1.5 Explore new models for acquiring materials (e.g. patron-driven acquisitions, articles on demand).	3.1.5 One new model will be evaluated annually.
3.1.6 Enhance the collection through collaborative and consortial endeavors with other institutions and associations.	3.1.6 Identify, evaluate, and acquire access to at least one additional collection annually.
3.1.7 Enhance collection development and resource sharing opportunities by attaining membership in the Association of Research Libraries (ARL).	3.1.7

Strategy	Measure of Success
3.1.8 Augment the collection by enhancing document delivery services that provide access to global research collections not owned or subscribed to by the MSU Libraries.	3.1.8.1 85% of the ILL borrowing requests will be filled in a timely manner. (RAPID and OCLC) 3.1.8.2 Council of Research Libraries (CRL) membership will be maintained. 3.1.8.3 Continued participation in ASERL's Kudzu and Lantern projects. 3.1.8.4 Continued membership in the Mississippi Library Partnership (MLP). 3.1.8.5 Investigate the addition of DocLine as another document delivery source by August 1, 2013.
3.1.9 Develop collections and provide programs and services that are inclusive of the needs of all persons in the community the library serves. (See the <i>MSU Libraries Diversity Strategic Plan</i>)	3.1.9 Acquire library materials that support teaching, service, research, and outreach in areas related to diversity and multicultural perspectives.

Priority 3.2: Enhance collection development and processing activities, and improve patron access to unique collections including primary and scholarly resources located Mississippiana, Manuscripts, University Archives, Congressional and Political Research Center, and the Ulysses S. Grant Presidential Library.

Strategy	Measure of Success
3.2.1 Enhance the U.S. Grant Presidential Collection by acquiring unique additions and continuing to expand the initial collection.	3.2.1 Accelerate planning in support of 50% additional collection development space.
3.2.2 Enhance the Congressional and Political Research Center's collection by acquiring the most desirable collections and fully processing the collections including the creation of online finding aids and contribution of MARC records to OCLC.	3.2.2.1 Acquire four additional premier collections annually. 3.2.2.2 100% of the newly acquired collections will have EAD resource records created and MARC record contributed to OCLC.
3.2.3 Enhance the University Archives Collection by acquiring University records according to the Libraries' Records Management Policy and fully processing the collections including the creation of online finding aids.	3.2.3 Annual meetings with department heads and their staff will be held.
3.2.4 Enhance the Manuscripts Collection by acquiring the most desirable collections and fully processing the collections including the creation of online finding aids and contribution of MARC records to OCLC.	3.2.4.1 Five collections per year will be identified and acquired. 3.2.4.2 Manuscripts Division staff will create EAD resource records and preliminary inventories for collections acquired within one year of their acquisition.
3.2.5 Enhance the Rare Books and Mississippiana Collection by acquiring the most desirable collections and fully processing the collections including the creation of online finding aids and contribution of MARC records to OCLC.	3.2.5.1 Continue standing order to acquire 100% of Mississippi Press books related to Mississippi. 3.2.5.2 Continue to review small press publications monthly to determine appropriate acquisition of Mississippiana and to be aware of unique titles from the Circulating and Reference Collections.
3.2.6 Enhance the Consortium for the History of Agriculture and Rural Mississippi (CHARM) by acquiring the most desirable collections and fully processing the collections including the creation of online finding aids and contribution of MARC records to OCLC.	3.2.6.1 Acquire four new collections annually. 3.2.6.2 100% of the newly acquired collections will have EAD resource records created and MARC record contributed to OCLC.

Priority 3.3: Participate in broad-based preservation and digitization projects to ensure long-term access to unique collections.

Strategy	Measure of Success
3.3.1 Enhance the Library's Preservation Plan which encompasses policies and procedures for the relocating of significant titles/materials from the MSU Libraries' general collections to Special Collection.	3.3.1 Preservation Plan will be reviewed/revised by December, 2013. (Responsibility: Coleman; Deadline: December 2013)
3.3.2 Formalize the Digitization Strategic Plan to strategically guide the systematic digitization of materials from the Congressional and Political Research Center's Collections, Ulysses S. Grant Presidential Library Collections, CHARM, University Archives, Manuscripts, Charles Templeton Sr. Sheet Music Collection and other unique collections found in the MSU Libraries' holdings.	3.3.2.1 The Libraries Digital Projects and Priorities Committee established and strategic plan completed by January 2014. 3.3.2.2 10,000 items across all collections will be digitized annually. 3.3.2.3 Completely digitize 100% of the material found in the Charles Templeton Sheet Music Collection by July 2014. 3.3.2.4 Statistics will evidence increased use of digitized materials by 25%. 3.3.2.5 75% of the faculty surveyed will agree or strongly agree that the Digital Collections enhanced their Teaching and research opportunities.
3.3.3 Strengthen means of making MSU collections more visible/discoverable and more widely available by partnering with entities such as the Association of Southeastern Research Libraries (ASERL), Mississippi Digital Library, Digital Public Library of America, OCLC, etc.	3.3.3.1 Annually review potential new partnerships. 3.3.3.2 Patron requests for materials found in collections will increase by 50%. 3.3.3.3 Statistics will indicate increase in external usage of the collections by 50%.
3.3.4 Continue to enhance leadership in the digitization of unique materials by partnering with other MSU and non-MSU entities to digitize, preserve, and provide access to additional collections (e.g., MSU departments, Oktibbeha County Heritage Museum, Mississippi University for Women, Members of the Mississippi Library Partnership).	3.3.4.1 Add one new partnership/project annually in support of expanding digitization of unique materials. 3.3.4.2 By July 2014 the MSU Libraries will add a suite of services available to the MSU community to digitize unique materials related to teaching and research.
3.3.5 Develop a long-term digital storage and preservation plan for the digital assets exploring the possibility of partnering with other institutions in the state and region.	3.3.5 Development of a plan by July, 2014.
3.3.6 Develop a plan to digitize the archival print copies of the MSU theses and dissertations and add all electronic copies to the institutional repository.	3.3.6.1 Plan will be developed by September 30, 2013. 3.3.6.2 Begin execution of the plan by January 2014.

Priority 3.4: Enhance discovery tools to facilitate the identification of and access to a global network of scholarly resources utilizing a variety of platforms (e.g., Website, Discovery, Online Catalog, E-Resource lists, Digital Collections, database lists).

Strategy	Measure of Success
3.4.1 Maintain and enhance a dynamic user-focused website and web resources/tools that provide easy and seamless access to information, services, and resources by continually reviewing and updating the content, including providing local and remote access to indexes, databases, electronic resources and collections and ensuring adherence to American Disabilities Act (ADA) and national standards for website development.	3.4.1.1 Conduct usability studies to evaluate the patrons' ease of navigating and using the Libraries' website. 3.4.1.2 LibQual+ results will indicate faculty, staff, and students perception of library website. 3.4.1.3 Web Services will ensure the Library websites are compliant with WC3 and ADA Standards by December, 2014.
3.4.2 Enhance user experience and meet the changing user demands by developing a responsive design website and research tools (e.g., mobile website, BookMyne, EBSCOHost apps).	3.4.2 Conduct usability studies to evaluate patron satisfaction with the Libraries' mobile services.
3.4.3 Continue to provide access to research resources through the use of a discovery tool that integrates indexes, databases, and repositories with easy and seamless access to scholarly information.	3.4.3.1 Conduct usability studies to evaluate patron satisfaction with virtual services. 3.4.3.2 LibQual+ results will indicate faculty, staff and students perception of library databases.

Maintain and Enhance a Robust Technological Infrastructure

Goal 4 Maintain and enhance a robust technological infrastructure conducive to the evolving needs of the Libraries' user communities and in providing increased flexibility in the access and delivery of information, resources, and collections. {University Goals: Foster Teaching and Learning; Foster Research and Creativity; and Encourage Globalization}

Priority 4.1: Maintain a robust technological infrastructure that supports the Libraries growing diverse set of programs, services, and collections.

Strategy	Measure of Success
4.1.1 Evaluate and update the Libraries' Technology Plan to guide and assist in budgeting for the routine replacement of existing technology and the addition of new technologies.	4.1.1.1 An annual technology budget will be maintained and increased by 5% annually. 4.1.1.2 20% of the existing computers will be upgraded/replaced annually.
4.1.2 Maintain and enhance the Libraries' website by adhering to a user-centered, data driven, and a responsive design model.	4.1.2.1 Conduct website usability studies by August 2013. 4.1.2.2 Complete conversion to a responsive design website by June 30, 2014. 4.1.2.3 Utilize web statistics using Google Analytics to assist in the redesign and enhancement of the website. 4.1.2.4 LibQual+ results will document that Library users agree/strongly agree that the Libraries' website meets their needs.

Priority 4.2: Enhance the Libraries' server virtualization and explore desktop virtualization.

Strategy	Measure of Success
4.2.1 Upgrade the current virtual server to expand the number of servers and the capacity for providing additional services.	4.2.1.1 Implement test servers to offset data resources from production servers by June 30, 2013. 4.2.1.2 The virtualized server network will be upgraded by June 30, 2014.
4.2.2 Explore virtualizing desktops throughout the library where appropriate.	4.2.2 A feasibility report will be completed by December 31, 2013.
4.2.3 Upgrade the digital archive in order to support the addition of capturing and storing digital audio and video.	4.2.3 The digital archive will be upgraded by August 2013.
4.2.4 Develop a Digital Preservation Plan to address the development of a secure digital archive to ensure long-term digital preservation. The Plan will explore potential partners and other collaborative endeavors such as the MetaArchive and a leadership role in the Mississippi Digital Library project.	4.2.4 A digital preservation plan, including budget needs, will be completed and an appropriate implementation schedule developed by December 31, 2013.

Priority 4.3: Enhance the technologies available to faculty and students throughout the libraries including the addition of technology equipped study rooms, audio/video presentation/recording facilities, digital signage, digital copiers, walk-up digital

scanning devices, writing surfaces, and private/collaborative digital computing areas.

Strategy	Measure of Success
4.3.1 Continue the support and development of specialized library applications that assists in integrating discovery tools throughout the Library and University websites, and streamlines processes and advances the services and collections of the Libraries in support of teaching and research (e.g., BOO, Faculty Authors Website, Chronica, Conference Manager, Facebook).	4.3.1 An evaluation of library applications and identification of new opportunities will be made annually.
4.3.2 Continue to collaborate with Information Technology Services (ITS), Center for Teaching and Learning (CTL) and Center for Distance Education (CDE) in the integration and use of information technology.	4.3.2.1 Continue the collaboration with ITS, CTL and CDE in the deployment, support and training in the use of the Universities Blackboard LEARN course management system by June 2013. 4.3.2.2 Develop a series of workshops on Blackboard Collaborate by May 2013. 4.3.2.3 Participate in University technology committees.

Priority 4.4: Provide a robust set of library management tools that assist in acquiring, accessing, and administering collections and that enhance services. (e.g., Sirsi, ContentDM, Archivist Toolkit, EBSCO Electronic Resource Management, EBSCO LinkSource, A-Z, EBSCO Collection Manager, ILLiad)

Strategy	Measure of Success
4.4.1 Continually evaluate and enhance the current library management tools to ensure they meet the changing needs and technological environment found in large academic research libraries.	4.4.1 All software will be updated to the latest version of the software within 6 months of the initial release.
4.4.2 Continually survey the current technological trends to identify new and emerging tools and services being used in other comprehensive research libraries.	4.4.2.1 The Library Technology Committee will continue to meet monthly to discuss technology trends and review emerging technologies. 4.4.2.2 The Library E-Resources and Emerging Technology Summit (LEETS) will continue to be held annually as a means of identifying emerging technologies.

Expand Outreach Opportunities

Goal 5 Outreach (public engagement): Following the University's core mission of teaching, research, and service and as a land-grant institution, the Libraries will expand outreach opportunities and activities to the University community and beyond by establishing and fostering existing and additional relationships and partnerships with university and non-university groups. {University Goals: Foster Teaching and Learning; Promote Research and Creativity; Expand Outreach and Engagement; and Enhance Institutional Culture and Environment}

Priority 5.1: Expand outreach opportunities and engagement through collaboration with University programs, organizations, etc. to promote the Libraries services and resources.

Strategy	Measure of Success
5.1.1 Strengthen current outreach programs and broaden outreach opportunities on behalf of schools/colleges, units, and centers.	5.1.1.1 90% of the graduate students will participate in the Graduate Orientation and Fair held annually. 5.1.1.2 90% of the new faculty will learn about the Libraries' resources through the University New Faculty Orientation. 5.1.1.3 100% of the Student Association Executive Council and Graduate Student Council will meet with the Library Administrative Council annually. 5.1.1.4 100% of the International Student Association officers will be invited to meet with the Libraries' Administrative Council annually. 5.1.1.5 Special orientation programs for Centers and Institutes will be developed by Dec. 30, 2013.
5.1.2 Restructure Libraries' Outreach Plan to identify specific initiatives in support of the Universities' Recruitment and Retention Plan.	5.1.2.1 Meet with the MSU Executive Director of Enrollment Services and his staff by May 20, 2013. 5.1.2.2 The Outreach Plan will be restructured and an implementation schedule created by January 30, 2014.
5.1.3 Enhance the outreach efforts to the MSU Extension faculty and researchers	5.1.3.1 Specialized research guide, ELL, will be renamed and restructured by August 30, 2013. 5.1.3.2 Contacts with Extension faculty/researchers will be increased by 50% annually.
5.1.4 Enhance outreach to underserved user communities (e.g., international users, research units, centers, institutes).	5.1.4.1 University administration travelling to international research sites will be made aware of, and given specific information about, Library's primary resources and services available to international users for possible cooperative development. 5.1.4.2 Assign liaisons to work with the research units, centers, and institutes by August 15, 2013.

Priority 5.2: Enhance and strengthen the Libraries' current Liaison Program to better support and serve the needs of the teaching and research units.

Strategy	Measure of Success
5.2.1 Enhance training of liaisons to increase the academic faculties' knowledge, awareness, and use of the Libraries' program.	5.2.1.1 Training program will be completed annually. 5.2.1.2 Library Liaison Program survey provided to academic faculty will document that 95% of the responding faculty have an increased knowledge, awareness, and use of the Libraries' Program.
5.2.2 Increase the number of library faculty and professional staff embedded in academic colleges through the Satellite Librarian Program (e.g. Honors College, Human Sciences).	5.2.2.1 One new College will be added annually. 5.2.2.2 Explore alternate service models (e.g. blended librarian, tiered-reference) by July 2014.

Priority 5.3: Develop and promote cooperative ventures with other educational entities and economic development agencies.

Strategy	Measure of Success
5.3.1 Continue to enhance the partnership with the Ulysses S. Grant Association.	5.3.1.1 Successful collaboration will be evidenced by addition of unique collections association with Presidents Grant and Lincoln annually. 5.3.1.2 Cooperative programs enhancing Library and Grant Collections to be presented annually.
5.3.2 Continue to enhance the partnership with the George W. Bush Presidential Library and Southern Methodist University.	5.3.2.1 Partnership with Southern Methodist University and Bush Presidential Library to include assignment of library staff as a Fellow in the development of the study of the American Presidency by August 15, 2013. 5.3.2.2. Dean of Libraries, Southern Methodist University, to visit Mississippi State University Libraries. Date to be arranged.
5.3.3 Continue to enhance and foster partnerships with other educational entities in support of strengthening teaching and research endeavors at MSU and beyond.	5.3.3.1 Continue the Mississippi Institutes of Higher Learning Borrowing Agreement via periodic renewal. 5.3.3.2 Continue the borrowing agreement and other cooperative projects available through the Association of Southeastern Research Libraries (ASERL). 5.3.3.3 Continue leadership role in supporting and promoting MAGNOLIA.
5.3.4 Enhance the Library's "Business Hotline" in support of economic development.	5.3.4 Reference Department will develop a proposal outlining recommendations for the Library's "Business Hotline" by September 15, 2013.

Priority 5.4: Develop and implement specialized conferences and professional development opportunities.

Strategy	Measure of Success
5.4.1 Continue sponsorship and leadership of the Library Electronic Resources and Emerging Technology Summit (LEETS) annually.	5.4.1 Conference survey results will document that 95% of the attendees agree or strongly agree that the overall conference was beneficial and topics were relevant to their needs.

5.4.2	Continue to annually host the MegaResource School Librarian Workshop which provides professional development opportunities for school librarians throughout the state and region.	5.4.2.1	Conference survey results will document that 95% of the attendees agree or strongly agree that the overall conference was beneficial and topics were relevant to their needs.
		5.4.2.2	Attendance will increase by 10% annually.
5.4.3	Continue to annually host the Charles Templeton Ragtime Jazz Festival which promotes the unique and special collections housed in the Library's Charles Templeton Sr. Music Museum.	5.4.3.1	Conference survey results will document that 95% of the attendees agree or strongly agree with the Festival.
		5.4.3.2	Attendance will increase by 10% annually.
5.4.4	Continue leadership role with the Morris "Bill" Collins Speaker Series which promotes leadership and public service by engaging prominent political and governmental leaders as participants and provides special opportunities for students embarking on public services careers.	5.4.4	Attendance by students will increase by 25%.
5.4.5	Continue to host the John and Jeanne Marszalek Lecture Series which provides scholarships and speaking opportunities for graduate students in history and political science and the opportunity to interact with prominent speakers from around the country.	5.4.5	Attendance will increase by 10%.
5.4.6	Contingent on funding, continue to host the Social Studies Teachers Institute which provides opportunities on a selected basis for K-12 social studies teachers throughout the State. (Partnership with the National Park Service and the Ulysses S. Grant Association).	5.4.6	Conference survey results will document that 95% of the attendees agree or strongly agree that the overall Institute was beneficial to their needs and use.

Transform Facilities into Advanced Learning Spaces

Goal 6 Continue to transform the Libraries' facilities into advanced learning spaces to meet the users' evolving spatial and technological needs through repurposing existing spaces and construction of additional facilities. {University Goals: Foster Teaching and Learning; and Foster Research and Creativity}

Priority 6.1: Transform existing and establish new facilities to provide attractive and inviting technologically-equipped learning spaces that facilitate individual and group study and advances learning, teaching, and research.

Strategy	Measure of Success
6.1.1 Formalize the Libraries' Five-Phased Facilities Plan to repurpose current Libraries' facilities to meet the changing needs of its users by providing additional comfortable and modular furnishings, upgrading/replacing existing furnishings, and enhanced access to additional power sources and facilities which are technologically equipped and foster collaborative learning and engagement.	6.1.1.1 The Plan will be finalized by June 30, 2013. 6.1.1.2 Phase One of a Facilities Management Plan will be implemented by June 30, 2014.
6.1.2 Expand the Mitchell Memorial Library facility with the addition of floors for the Ulysses S. Grant Presidential Library and other specialized collections.	6.1.2.1 Preliminary planning will be completed by September 30, 2013. 6.1.2.2 The new additional floors will be ready for use by December 31, 2016.
6.1.3 Enhance the physical facilities at the College of Art, Architecture and Design (CAAD) Branch Library and the College of Veterinary Medicine (CVM) Branch Library.	6.1.3.1 CAAD Library enhancements will be completed by June 30, 2013. 6.1.3.2 CVM Library enhancements will be completed by January 15, 2014.
6.1.4 Enhance the further development of the Meridian College Park Library facility.	6.1.4.1 Preliminary planning will be completed by April 30, 2013. 6.1.4.2 Additional Library staff will be employed to enhance services. 6.1.4.3 The new Library will be ready for use by August 2013.
6.1.5 Collaborate with the University Administration in the planning, construction, and management of a Classroom Building that incorporates a Library Commons facility.	6.1.5.1 The appropriate number of Library faculty and staff will be employed to oversee and manage the new facility. 6.1.5.2 The new facility will be ready for use by June 30, 2015.
6.1.6 Continue collaborations with the University Administration in the planning, renovation, and management of the Kress Library facility located at the downtown MSU Meridian campus.	6.1.6 The preliminary planning will continue.

Priority 6.2: Expand the amount of space available for users by reviewing and evaluating the appropriate print collections in order to determine the most efficient and effective means of housing the collections in an offsite storage facility.

Strategy	Measure of Success
6.2.1 Execute the Libraries' Collection Development Policies and Procedures for evaluating existing collections.	6.2.1.1 Meetings for the execution of the Policies and Procedures will begin by September 30, 2013. 6.2.1.2 The evaluation and identification of materials to be stored onsite, offsite or weeded will be completed by December 13, 2013.
6.2.2 Identify offsite storage to house the appropriate collections.	6.2.2.1 Select an offsite storage facility by June 30, 2013. 6.2.2.2 Begin utilizing available offsite storage by August 30, 2013.
6.2.3 Implement the Libraries' Five-Phased Facilities Plan for repurposing spaces.	6.2.3.1 Plan to be completed by June 30, 2018. 6.2.3.2 25% of the existing space used for the collections will be more effectively utilized for learning spaces.

Invest in Library Faculty and Staff

Goal 7 Invest in a library faculty and staff who are committed to teaching, research, exemplary service, innovation, and effective communication to ensure a high quality program. {University Goals: Foster Teaching and Learning; Foster Research and Creativity; Expand Outreach and Engagement; Encourage Globalization; and Enhance Institutional Culture and Environment}

Priority 7.1: Continue to evaluate the overall Libraries program as to the need for restructuring and redefining faculty and staff roles.

Strategy	Measure of Success
7.1.1 Assess the needs of the Library program and redefine positions in order to meet the changing emphasis on new technologies and services.	7.1.1 As needed, the Library Administration will evaluate vacant positions to determine any need for restructuring.
7.1.2 Expand the embedded librarian program and continue to study the principles of blended librarianship and tiered reference.	7.1.2 Have at least one additional librarian offer an embedded librarian service annually.
7.1.3 In working with MSU's Human Resources Department, develop and implement an MSU Libraries' career ladder system to provide career advancement opportunities and assist in retaining qualified staff and professional staff.	7.1.3 Collaboration with Human Resources Department on career ladder system project to begin in Fall 2013.

Priority 7.2: Recruit and employ additional faculty and staff to meet the needs of a comprehensive research library program.

Strategy	Measure of Success
7.2.1 Over a period of three years, ten new positions will be added to meet the increased program needs (e.g. new classroom building personnel, digitization personnel, reference/subject specialist, and Meridian Campus).	7.2.1.1 Five new positions will be added in FY 2013-2014. 7.2.1.2 Three new positions will be added in FY 2014-2015. 7.2.1.3 Two new positions will be added in FY 2015-2016.
7.2.2 Enhance the Libraries recruitment efforts through increased use of local, regional, and national marketing tools, placement of ads in specialized library publications, and continue to offer competitive starting salaries as compared to the Southern University Group (SUG) and other regional and national peer-group averages.	7.2.2 Additional advertisements for new positions will be placed in specialized library publications.

Priority 7.3: Provide formal and informal training, professional development opportunities, and support in order for Library faculty, staff, and student assistants to attain their full potential as staff members of the overall library program all of which is to support the retention of a highly qualified faculty and staff.

Strategy	Measure of Success
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7.3.1 Identify Library staff development programs (e.g., in-library workshops, external training sessions, webinars) that will assist in enhancing the skill set and knowledge of the Libraries' faculty and staff.	7.3.1.1 100% of the faculty and staff will attend at least one professional development activity annually. 7.3.1.2 100% of the Library Student Assistants will attend the Library Student Assistant Orientation and How to Use Your Library workshops annually.
7.3.2 Continue to support a comprehensive faculty research program which results in successful promotion, tenure, and research opportunities.	7.3.2.1 100% of faculty who apply will be tenured. 7.3.2.2 45% of the faculty will participate in national programs/conferences on an annual basis. 7.3.2.3 Library faculty will publish and/or present ten articles or presentations annually.
7.3.3 Support and fund activities that promote professional growth, continuing education, and strategic re-tooling of existing positions to enhance the Libraries' program (e.g., travel policy, research time, staff development programs).	7.3.3.1 85% of the faculty will receive funding in support of professional development and achievements. 7.3.3.2 50% of the professional staff will receive funding in support of professional development and achievements.
7.3.4 Attain membership in Association of Research Libraries (ARL) in order to provide additional professional development and leadership opportunities for Library faculty and professional staff.	7.3.4
7.3.5 Continue to recognize and reward faculty and staff job performance, achievements, and contributions.	7.3.5 Provide and support salary increases, job reclassifications, and address compensation inequities.
7.3.6 Continue to provide a comfortable and flexible work environment, with space, facilities, and resources necessary for a productive and satisfied workforce.	7.3.6 95% of the faculty/staff will agree/strongly agree that the work environment is comfortable and flexible.
7.3.7 Strengthen the training of the Library Student Assistants through enhanced training within the individual departments as well as through the Library Student Assistant Orientation Program.	7.3.7.1 Assigned committee will evaluate the current program and present a Student Orientation Program plan by July 2013. 7.3.7.2 Library Coordinators and student assistants will be surveyed to determine success of the Orientation Program.

Priority 7.4: Commit to promoting a working and learning environment free of discrimination; commit to building and maintaining a diverse workforce; commit to specific actions in recruiting, training, mentoring, and fostering a work environment which will ensure respect for all.

Strategy	Measure of Success
7.4.1 The Library faculty and staff shall be aware of and committed to supporting the Library Diversity Plan (e.g. Workforce diversity, cultural awareness of self and others, cross-cultural knowledge and skills, organizational and professional values).	7.4.1.1 A Library Diversity Committee will be established by August 1, 2013. 7.4.1.2 The Library Diversity Committee will be convened by September 30, 2013 to review the Library Diversity Plan and discuss future programming.
7.4.2 Continue to collaborate with and support the University's Office of Institutional Diversity and Inclusion and its programs.	7.4.2.1 Membership on the Universities' Diversity Committee will continue. 7.4.2.2 100% of the faculty and staff serving on hiring committees will attend Diversity Training.

Efficiently Administer All Facets of the Library Program

Goal 8 The Dean of Libraries and the Library Administrative Council (LAC) will work to efficiently and effectively administer all facets of the library program to ensure excellence, innovation, accountability, and an environment of continuous improvement. {University Goals: Foster Teaching and Learning; Foster Research and Creativity; Expand Outreach and Engagement; Encourage Globalization; and Enhance Institutional Culture and Environment}

Priority 8.1: Continue to foster a workplace environment which emphasizes leadership, communication, participation, and professional opportunities on behalf of the Library faculty and staff (e.g. Library Administrative Council (LAC), Coordinators/ Supervisors, faculty meetings, internal committee meetings).

Strategy	Measure of Success
8.1.1 Continue to maintain an open-door policy which promotes an atmosphere of strong communication to and from faculty and staff to the Library Administration, Coordinators, and Supervisors.	8.1.1 Survey will indicate that 85% of the Libraries faculty and staff responding to the survey agree that there is an open-door policy with the Library Administration, Coordinators, and Supervisors.
8.1.2 Continue meetings with the Library Administration, Coordinators, faculty, and staff to develop leadership which facilitates an environment of inclusion and participatory management in all facets of the Library program (e.g. individual scheduled meetings with the Dean and other members of the Library Administrative Council (LAC)).	8.1.2 Survey will indicate that 85% of the Libraries faculty and staff responding to the survey agree that there is an environment of inclusion and participatory management.
8.1.3 Continue to place all faculty and staff on Library Committees to provide them with opportunities for input and inclusion in the management of the Library program.	8.1.3 Committee assignments will be evaluated annually to allow all faculty and staff participation.
8.1.4 Continue to identify and encourage membership on University committees.	8.1.4 Library Administration will identify and encourage at least two faculty annually to serve on a University committee.

Priority 8.2: Enhance the library collections, programs, and services by continuing to seek additional sources of funding.

Strategy	Measure of Success
8.2.1 Continue to seek support from the University President and Administration in working with the State Legislature to acquire funding through State Legislative Bonds.	<p>8.2.1.1 Funding in support of an additional floor for Mitchell Memorial Library to house the U. S. Grant Presidential Library and other special collections will be acquired by November 30, 2013.</p> <p>8.2.1.2 Funding in support of a new Classroom Building which will be managed by the Library and include a Library Commons area has been allocated and ground breaking will take place by November 30, 2013.</p>

8.2.2 Continue to strongly advocate to the University Administration and the University Foundation for the establishment of a Development Officer and additional funding in support of the Libraries' program.	8.2.2.1 Plans in support of employing a Library Development Officer will be completed by November 30, 2013. 8.2.2.2 Increase in funding from the Parents Campaign will increase by 50% annually. 8.2.2.3 Inclusion of the Library in the University's Capitol Campaign.
8.2.3 Apply for grant opportunities (local, state, and federal) which advance the overall library program.	8.2.3 Three grants will be awarded per year.
8.2.4 Establish a partnership with the MSU Athletic Department.	8.2.4 Initial discussions with Director of Athletics in support of new partnership will occur by October 1, 2013.
8.2.5 Foster relationships and partnership with the Alumni Foundation in support of the Libraries' program.	8.2.5.1 Ongoing support for the subscription to online databases provided to active members of the MSU Alumni Association. 8.2.5.2 A website that details how to give to the library will be developed by October 15, 2013.
8.2.6 Strengthen the Friends of the Library organization.	8.2.6.1 Selection of new slate of officers of the Friends of the Library group will be in place by October 15, 2013. 8.2.6.2 Plan of action developed by the Friends of the Library group will be in place by December 31, 2013. 8.2.6.3 Development of a Friends of the Library Website by February 2014.

Priority 8.3: Maintain a continuous strategic planning cycle and foster an environment of continuous assessment to evaluate the quality, quantity, and use of the Libraries' research collections, services, programs, and facilities.

Strategy	Measure of Success
8.3.1 Broaden the Library Assessment Plan which will systematically assess all aspects of the Libraries program and identify recruitment and retention initiatives.	8.3.1.1 By December 31, 2013, the Assessment Committee will have participated in a professional education program focusing on assessment and assessment tools. 8.3.1.2 100% of the Library departments will develop and implement a point of use survey on an annual basis. 8.3.1.3 LibQual+ will continue to be implemented every other year (Fall 2013). 8.3.1.4 Implement other ARL StatsQual surveys on a rotating basis beginning Spring 2014. 8.3.1.5 100% of the Library departments will collect patron interaction statistics annually.
8.3.2 Continue to conduct comparative analysis as to programs, collections, and services provided by peers and other comprehensive research library programs.	8.3.2.1 Utilize the Association of Research Libraries Annual Statistics (ARL) as a benchmark. 8.3.2.2 Utilize the Association of Southeastern Libraries Annual Statistics (ASERL) as a benchmark. 8.3.2.3 Utilize the University's Peer Institutions as a benchmark.

Priority 8.4: Increase awareness of the Libraries’ services, collection, programs, and events.

Strategy	Measure of Success
8.4.1 Foster and encourage Library faculty and professional staff in scholarly publishing activities and in achieving leadership roles in professional associations.	8.4.1.1 Ten articles or presentations will be published or delivered annually by the Library faculty and professional staff to increase state, regional and national recognition. 8.4.1.2 50% of the faculty will benefit from funds available for participation in professional development activities that leads to leadership roles.
8.4.2 Increase the visibility of the MSU Libraries by hosting conferences and workshops that bring people to the MSU Libraries to connect with collections, services, and faculty/staff.	8.4.2 Annually host the Charles Templeton Ragtime Jazz Festival, John and Jeanne Marszalek Series, Morris “Bill” Collins Speaker Series, Library Electronic resources and Emerging Technology Summit (LEETS), MegaResource School Library Workshop.
8.4.3 Increase the public relations activities that promote and highlight the unique collections, programs, and services of the MSU Libraries.	8.4.3.1 Increased use of the specialized and research collections by 30%. 8.4.3.2 Enhanced participation in national programs such as those sponsored by ASERL and ARL.

The MSU Libraries’ Strategic Plan is available on:

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Revised by the MSU Libraries’ Strategic Planning Committee (Coleman, Cunetto, Delgado, Matthes, Peyton): July 1, 2013. Approved by MSU Libraries’ Faculty: (date)