



Strategic Plan

2009-2011

Truman State University

December 2008-January 2009

Update January 29, 2010

Rev.3/31/2009



MISSION STATEMENT

*Encouraging discovery through our
resources, services, and space.*

VALUES

Service

We value friendly, courteous service that is easily accessible to all who use the Library and its resources. We value service that is flexible, personal, and fair and is grounded with a user-centered focus. We value our users' right of privacy.

Discovery

We value freedom of inquiry for all Library users. We value student and faculty success as a primary goal. We value scholarship, research and lifelong learning for the Truman community and – we value the Library as both an academic and cultural center that promotes outreach to all who may benefit from the Library's resources. We value the missions of the Library and the University and we encourage discovery and collaboration as ways of engaging students and ensuring their success.

Innovation

We value staff, their creativity, flexibility and openness to change and their ability to anticipate and respond in a rapidly changing environment.

Assumptions

These are assumptions about conditions that will exist in the next few years that will have an impact on the Library and the University.

Budget

The Library will experience budget constraints for the foreseeable future: reduced funding is predictable in the near term with level funding at best over the next few years. The Library will set priorities for use of resources and examine processes to ensure efficiency in operations. The number of positions will likely decrease and staff assignments and duties will change. Gift funding will increase in order to support programs, acquisitions, equipment, etc.

Physical Space

Utilization of physical space will change in response to several influences: increases in electronic information and decreases in paper-based information, the need to provide services efficiently through consolidated service points, student need for collaborative/social and quiet study areas, changing patterns in use of the Library, and the opportunity to collaborate with other University departments to provide academic services to students.

Digital Information and Technology Management

The growth of digital information will continue to impact the Library: new skills and resources will be required if the Library is to successfully manage digital content, services will change as users interact with the Library in new ways, and the Library will be challenged to respond to changes in a timely manner. The Library will collaborate with other University offices and outside organizations (e.g. MOBIUS) in order to manage digital content. Issues such as privacy, licensing, preservation, access and copyright will grow in importance.

Staffing

The ability of the staff to deliver quality services in a changing environment will be critical to the success of the Library. Jobs will change requiring new skills and training. Leadership and forward thinking will be needed throughout the staff if the Library is to meet student and faculty

needs for new services. Technology is bringing about integration of services among departments within and outside the Library, requiring cross-training and increased knowledge of each staff member. Staff will be expert at high-tech *and* high-touch service.

Enrollment and Curriculum

Due to state and regional demographic changes, the University may experience a declining enrollment requiring new initiatives to serve students beyond its traditional base. Major changes in enrollment will affect the Library: a decline will have financial implications; reaching out to new markets may involve Library support for increased online education; more transfer, international, or non-traditional students may affect the kinds of services offered. Curricular changes will affect collection development and instruction.

Collaboration

Changes in the Library's services, physical space, and use of digital information combined with changes in instruction, learning and ways that faculty and students use the Library will bring about opportunities for collaboration with other University departments, e.g. the Writing Center, the Student Success Center, ITS, and the Center for Teaching & Learning. Collaboration with area elementary and secondary schools, public libraries and cultural organizations will be a way for the Library to fulfill its role as a regional academic and cultural resource.

GOALS

Space

Goal #1: Make key library and technology services more accessible; provide better service more conveniently at less cost (reduce Truman *Shuffle*):

- Build Information/Learning Commons on the first floor that includes consolidated service desk for library and IT services:
 - Collaborative study areas in a variety of configurations and technology capabilities
 - Café for social space and to help control food in Library
 - Implement standard sign system
 - Relocate Browsing Collection (maybe to Gallery with soft seating or Atrium)
 - Shrink Reference print collection
 - Truman parents are raising \$75,000 to build a café which is expected to open by fall 2010. A committee will oversee the café development.
- Requires joint planning at the ITS and Library department(s) level.
 - Joint ITS and Library committee is working on recommendations for Learning Commons services.
- Work with ITS staff to ensure their compliance with Library policies and services.
- Evaluate Library and ITS staff jobs and knowledge, skills and training needed to staff the Commons.
- Collaborate with other units, such as Student Success Center and Center for Teaching & Learning, Writing Center, etc. that may be able to provide services in the Commons.
 - The Student Success Center and the Writing Center use PML 104 evenings and weekends to deliver tutoring and writing assistance to students.

Goal #2: Address student needs for both quiet and interactive space in the Library; noise is a major problem affecting students:

- Support collaborative learning in general and students' need for space to work on group assignments
- Provide adequate quiet study space:
 - Explore ways to use soundproofing
 - Provide designated quiet space
 - Promote use and enforce quiet policy
 - The Library distributed new quiet signs throughout the building for 2009-2010
 - Doors will need to be added and other physical changes made to provide desirable quiet space

Goal #3: Provide adequate storage space for Library's print and physical collections (this is a priority):

- Expand stack space for bound journals and monographs on third floor
- Utilize off-site storage space for lesser used materials
 - The Library has received a quote of \$12-\$15 per square foot for dead storage from the University of Missouri and is exploring other options for storage, including cooperation with A.T. Still University or storage at other locations.
 - The Library has measurements for the storage of its JSTOR, chemistry and physics bound periodical volumes.

Budget

Goal #1: Improve efficiency in Library operations in order to provide the best service with fewer resources:

- Review current processes and staff assignments, by department and the Library as a whole:
 - Explore creative use of staff: consider flexible work schedules; be more innovative and use staff time better
 - Set priorities
 - Major changes were made in the Media Library in summer 2009; these included reprocessing materials, physical changes to allow open access, and changes to duties for staff in Circulation, Technical Services, Stacks, and Media. These changes have increased circulation of materials by approximately 10% or greater, have increased user satisfaction by increasing access, and have reduced student employee expenditures by several thousand dollars per year.
 - Library staff have agreed to work the Reference Desk on Saturdays in order to make up for the loss of a librarian position in Reference.

Goal #2: Increase funds from non-University sources:

- Implement "adopt a journal" or "honored sponsor" program. What would be the practical service issues of these programs.
- Write grants to fund programs, work with campus grants specialist
- Explore what other libraries are doing, e.g. "Friends of the Library" and planned/estate gifts
 - The Library has received approximately \$100,000 in endowment, \$25,000 in gifts, and \$10,000 in grant funding in 2009.
 - Two proposals are outstanding for major gifts to the Library.
 - The Library works with Advancement on planned/estate and charitable gift annuities for the Library.

Goal #3: Maintain strong collections with limited University funding:

- Explore the use of new technologies and other sources, e.g. ILL
- Increase outside funding for acquisitions
- Improve the serials/periodicals review process/decision-making
- Review how collections development is done, and pay attention to the implications for Library space.
- Study how the Truman community's use of MOBIUS affects local collection development
- Prioritize needs and purchases
 - A major proposal for an acquisitions endowment is outstanding.

Staff

Goal #1: Maintain and enrich existing positive environment and staff morale:

- Increase cross-training, teamwork, therapy
 - Cross-training within Library, with other University departments
 - Cross-training between ITS and Reference Desk staff due to more IT/Help Desk kind of questions at the Reference Desk.
 - Reference staff trained in Circulation
- Keep communication flowing between departments
 - Make Supervisors' and Library Faculty meeting agendas and minutes available for all staff
- Fun things: bowling team, coffee shop, Pickler cheer, etc.; increase activities that build staff morale
 - First PML record toss competition held January 2010

Goal #2: Use student employees for higher level responsibilities in order to help them gain valuable experience and to help the Library do its work more effectively (in light of a staff shortage or reduction):

- Explore ways to use student employees:
 - test some pilot projects; e.g., student employees assist with RAP sessions
 - hire selectively for certain skills and knowledge
- Increase training for student employees

Goal #3: Make staff more responsive to change and better able to deliver high levels of service:

- Examine jobs and positions:
 - Are jobs designed as efficiently as they can be?
 - Flexible schedules

- Does job reflect the changes in our environment? Look at job market trends and benchmarking.
- As jobs change make sure training to address changes is provided
- Make professional development a priority:
 - Cross-training and in-house training (webinars)
 - Staff development of Web 2.0 (and its successors) skills
 - Organize discussion series
 - Take advantage of expertise on campus and workshops within the state
 - Collaborate with others on campus who provide staff training, e.g. Diane Richmond and CT&L staff
 - Build time into staff schedules
 - Identify shifts in service needs and train accordingly
 - Increase awareness of local professional development opportunities
 - Received Smartboard training from CT&L staff
 - Library staff trained and working the Reference Desk on Saturdays
 - Library sponsors the College of DuPage series for 2009-2010 to which campus, regional library and MOBIUS library staff are invited
 - Staff attend MLNC and MOBIUS programs as needed
 - Information on current developments in libraries and MOBIUS is shared at Library staff meetings, e.g. Steve's reports on his trips on behalf of MOBIUS.

Digital Information and Technology Management

Goal #1: The Library's web site is an effective tool for finding information:

- Redesign the web site:
 - Research and utilize best practices for design and functionality
 - Incorporate recommendations from usability studies
 - Incorporate web 2.0 functionality
 - Provide necessary training to staff on web 2.0
 - Provide for quick, easy searches from top page
 - Create space on top page for the Library to communicate/promote its activities and services
 - Lower right segment needs more space for news and promotions
 - Generally, better promote Library programs using digital technology
 - Look again at federated search engines
 - A redesigned Library website went live in July 2009.

Goal #2: Create digital space for the University community to store and share information:

- Collaborate with other University departments and off-campus organizations as necessary
 - Tie into the University's Teacher / Scholar initiatives

- Identify repository needs and select appropriate systems, e.g. image database, institutional repository, archives / records management repository, learning objects repository, media repository and distribution, etc.
- Identify key issues related to preservation of digital information and incorporate into management plan
 - Identify storage issues and costs
- Identify how the Library can help to make information accessible.
 - Major initiatives for this goal will require a campus-wide plan involving a number of departments, including ITS.

Goal #3: The Library is capable of managing digital information and technologies:

- Review current Library organization and departments to determine if they are appropriate for management of the digital library
 - The Library formed a Digital Initiatives Group (DIG) to guide planning for digital projects.
- Review staff duties and positions to determine how the Library can gain staff time to work in new areas:
 - Identify staff skills and resources needed
 - Provide training
 - Keep training up to date, use summer for workshops and training
 - Create a Manager of Digital Information position
 - A vacant cataloger position was redesigned to create a new Digital Projects Librarian position in 2009. Cataloging duties were reassigned to other staff.
- Identify responsibilities of ITS, Library and other University staff and collaborate on projects
 - Discussions between DIG and ITS have taken place.
 - The Library is moving forward with digital projects, such as Gold Rush Letters and the Binford manuscripts.
- Utilize outside expertise and resource sharing: NITLE, MLNC, MOBIUS, MOREnet
 - Staff participate in MLNC and MOBIUS programs as needed. As yet, the Library and the University have not taken advantage of NITLE offerings due to time and travel fund restrictions. ITS is the University's liaison to MOREnet.
- Manage license agreements and copyright effectively:
 - Acquire ERM/DRM software – this is a priority
 - Educate staff
 - Collaborate with other University offices
 - Seek assistance from other libraries and state entities
 - The Library had a webinar on ERM in 2009 and has allocated \$10,000 for the bid process for this software.

Goal #4: Make the Library the technology training center for campus:

- Make the Library building and staff ready for the digital age
- Provide training for faculty, staff and students
- Allocate a budget for information technology and technology equipment and gadgets
- What do we need to give up in order to accomplish the above?

- Consider combining Reference and Periodicals / Microforms departments
- Continue steps toward Learning Commons
- Incorporate services that will make the Library a learning center
- Make Mac lab (T<C) available all hours the Library is open
- Solve electrical power availability problems in the building
- Development of a Learning Commons will prompt progress on this goal.

Goal #5: Transition more collections to digital format:

- Monitor demand for digital resources
 - Consider timeliness and convenience
- Prioritize collections
- Evaluate cost and storage space dedicated to the Library
 - Consider maintenance effort and cost associated with digital collections
- Provide seamless access among finding tools and digital resource:
 - Design for user convenience and anytime anywhere access
 - DIG addresses the above concerns through its planning for digital projects and development of criteria for evaluation potential projects.

Collaboration

Goal #1: Fulfill the Library's role as a regional academic and cultural resource:

- Explore cooperation with ACPL (and/or other area libraries) in order to better serve both community members and Truman students, e.g. library cards can be used in both locations; coordinate policies; joint/linked catalogs:
 - Meet with area librarians
 - The Library sponsors the College of DuPage teleconferences to which MOBIUS staff and staff of regional libraries (public, school and academic) are invited.
 - Library staff are working through MOBIUS and the State Library to expand MOBIUS access to Missouri's public libraries and vice versa.
- Explore greater cooperation with elementary and secondary schools:
 - Share PML's resources
 - Review PLUS program
 - Find ways for it to help with recruiting students to Truman
 - Invite teachers/librarians from schools for tours, workshops, exhibits, etc. Share information on challenges faced by teachers and librarians and explore possible joint solutions.
 - Library sponsored and organized the 2009 Children's Literature Festival which served 1,250 children, their teachers and school librarians. Homeschoolers were invited to the Festival.
- Increase the Library's presence in the community generally and its collaboration with other community organizations:
 - Promote Library programs: events, exhibits, speakers, book sales, teleconferences, etc.
 - Reach out to other organizations, e.g. Kirksville Arts Association

Goal #2: Collaborate with campus programs for student success:

- Student Success Center
 - Daisy is a member of the Center's advisory board
- Plan Library presence in First Year Truman Seminar
- Writing Center
 - The Library works with the Student Success Center and the Writing Center to provide space for their services on evenings and weekends.
 - A librarian will be a member of the University committee that will design and oversee pilot sections of the First Year Seminar in fall 2010.
 - Reference staff participated in INDV 115 Strategies for Success course and created a web-based library module for the class.

Goal # 3: Explore opportunities to work with and support the Truman Institute

Goal #4: Examine services provided by the Library, ITS and Instructional Design Services (IDS).

- In particular, increase collaboration in areas where services of these departments are compatible or are blending.
 - Library staff provided facilitation services for the Center for Teaching and Learning planning effort in 2009.
 - Joint Library and ITS committees are examining how to provide joint services in a Learning Commons.

Reflection

Goal #1: Create a culture of reflection in order to be flexible in a changing environment:

- Build institutional reflection into the annual review process
 - We do this as part of the Library planning process and the annual review process; let's keep up the good work
 - Library statistical reports are reviewed regularly.
 - User surveys are conducted periodically (e.g., in 2009, the National Library Week Survey and the Library Café Survey and focus groups) and the data is used to improve services.
- Improve sharing of department annual reports
- Have occasional meetings to review institutional goals
 - A summary of the University strategic plan is part of the Library plan
- Encourage innovation, experimentation, and new ideas:
 - Ask will it work and save time, money, effort?
- Take advantage of shadowing and/or cross-training to examine processes

APPENDIX

Truman State University Strategic Plan, FY2008-2010
(summary of key points from the Library perspective)

Truman State University Strategic Plan, FY 2008-2010

(Summary of key points from the Library perspective)

“Produce graduates for the 21st Century”

“Truman graduates are creative, socially responsible leaders and engaged world citizens. They are responsible, informed, and compassionate. Upon graduation, they will have the tools and characteristics that will enable them to be active, successful participants in their worlds.”

Environment

*“While it is essential that we retain core values and strong focus on students, student-learning, and the liberal arts mission, it is also clear that the external environment has changed significantly over the years and is much more volatile and less supportive than in the past. **In order to be successful in the future, Truman must adjust to the changing environment.**”*

What is the Strategy?

*“Truman will become a more learning-centered institution. It will challenge its students, teacher-scholars, and staff to develop their personal and intellectual talents to the fullest, and **it will use the most effective and innovative practices** to produce graduates from all segments of society who will be creative, socially-responsible leaders and engaged world citizens.”*

How do we get there?

- A liberal arts and sciences curriculum and exemplary approaches to teaching and learning:
 - Align outcomes with desired characteristics of graduates
 - More opportunities for undergraduate research or creative activity
 - Assess
- Total educational experience through seamless curriculum and co-curriculum:
 - Service and community-based research and activity
 - Enhance the liberal arts culture of the University by expanding the availability of scholarly and cultural events
 - Develop necessary attitudes and skills in students
 - Create a model first-year program
- Recruit and retain an academically talented, diverse student body:
 - Recruit, support, and graduate more historically underrepresented students
 - Increase transfer enrollment
 - Establish a student support program
- Recruit, support, and develop an outstanding, diverse faculty of teacher-scholars and a talented, diverse staff:
 - Classification and compensation
 - A diverse and highly qualified University community
- Assure the most efficient and effective use of resources to support Truman’s learning-centered mission:
 - Ensure all administrative offices develop continuous improvement plans
 - Adjust administrative structures where necessary
 - Utilize information technology to support University operations with emphasis on enhancing teaching and learning
 - Optimize use of University facilities
- Build increased support for Truman among external constituencies:
 - Capital campaign
 - Increase grant funding
 - New mission-appropriate programs
 - Closer links to Kirksville and surrounding communities
 - Strengthen communication with government entities, alumni and friends

Vision: *Truman will be America’s premier liberal arts and sciences university.*