



AUM LIBRARY STRATEGIC PLAN

2010 – 2015

Introduction

The Auburn University at Montgomery has developed its Strategic Plan for the period 2010-2015. This plan was developed to align with the Auburn University at Montgomery Strategic Plan [http://www.aum.edu/uploadedFiles/Faculty_and_Staff/Chancellor/Strategic_Plan_AUM.pdf]. Specifically, we have addressed those issues of the University Strategic Plan that focus upon support for teaching and research.

The Library is faced with numerous challenges – inadequate funding, inadequate staffing, and an aging technology infrastructure within the library. In spite of these challenges, however, the library still provides strong support for faculty and student research. The library provides access to more than 70,000 journal titles via 123 separate databases.

Through the dedicated work of the library staff, the Library has revised its strategic plan to focus on three areas: distance education, user services, and technology infrastructure. Each area is integral to the effective and efficient operations of the library, both now and in the future.

We invite your comments and suggestions regarding the plan. Sincerely,

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Distance Education

Goal 1: The Library will provide services in support of distance education students and faculty, including document delivery/e-reserves, reference, and library instruction, as funding and staffing allow. (Supports Objectives 1.D.4, 1.E.2, and 1.E.3 of the Auburn Montgomery Strategic Plan).

Objectives:

1. The Library will provide document delivery and e-reserves services to distance education students and faculty, in keeping with the Library's distance education policies. (Assessment: User survey, usage statistics for document delivery and e-reserves)
2. The Library will provide Reference assistance to distance education students via instant messaging, phone and e-mail. (Assessment: User survey, reference statistics)
3. The Library will investigate the possibility of offering access to round-the-clock virtual reference services. (Assessment: Options identified, cost/benefit analysis conducted)
4. The Library will provide instruction on the use of its resources to distance education students and faculty through a variety of methods, such as online research guides, online tutorials, one-on-one consultations with librarian subject specialists via telephone or e-mail, podcasts, a synchronous classroom product, webcasts, and additional technologies as they

become available. (Assessment: Survey of distance education students and faculty)

Benefits: The Library will provide support for on-line, distance education courses to meet the instructional and research needs of students and faculty.

Goal 2: The Library will actively pursue improvement in its distance education services, both by regularly reviewing the effectiveness of services and policies, and by reviewing and improving the Library's Web site (Supports Objectives 1.D.4, 1.E.2, and 1.E.3 of the Auburn Montgomery Strategic Plan).

Objectives:

1. The Library will review its own distance education services and policies each year, in order to ensure that we are adequately supporting the University's commitment to support distance education via Web-based and Web-supported courses and classes. (Assessment: Reviews completed, users surveyed, changes implemented as needed)
2. The Library will continue to look for ways to improve its Web site, while observing the University's Web site guidelines. The Library Web site is the key portal to our resources and services for the entire University community, but it is particularly crucial for distance education students and faculty who do not visit the Library on a frequent basis. (Assessment: Regular reviews of the Web site by Library faculty and staff, user surveys)

Benefits: The Library will continually review and update its policies, procedures, and e-access tools to ensure efficient utilization of library resources by distance learning students and others.

Goal 3: The Library will explore creative avenues for adding to our digital collections, including Web-based informational resources that are freely accessible, electronic books, electronic reserve materials, and serials available either individually or via subscription databases, and by hiring additional librarians and staff as necessary to support the instructional needs of distance education students and faculty, as funding and staffing permit (Supports Objectives 1.D.4, 1.E.2, and 1.E.3 of the Auburn Montgomery Strategic Plan).

Objectives:

1. The Library will restore and increase funding for electronic journals, subscription databases, interlibrary loan, e-reserves, and other services and resources that are vital to distance education users. (Assessment: Regular review of the budget and the level of unmet need for electronic resources, funding restored and increased)
2. The Library will identify free Web-based informational resources that are authoritative and appropriate for the curriculum, and provide effective access to these resources via our online catalog. (Assessment: Number of free Web-based resources added to our catalog)
3. The Library will restore Technical Services staffing to previous levels or higher. (Assessment: Staffing needs evaluated and additional staff hired)
4. The Library will restore the Government Documents Librarian position. (Assessment: Librarian recruited and hired)
5. The Library will monitor the extent to which staff time is impacted by services supplied to distance education students and faculty, and if necessary, the Library will hire additional staff to ensure that we are able to meet the information needs of our patrons. (Assessment: Review of staff time conducted, recommendations made, additional staff hired if needed)

Benefits: Students in distance learning programs will benefit from the best resources available through the library in support of their educational program and their research needs.

Goal 4: The Library will explore and evaluate technological advances that have the potential to benefit distance education students and faculty, as well as our broader community of patrons, and will acquire

and implement technological solutions deemed to be necessary, to the extent that funding and staffing allow (Supports Objectives 1.D.4, 1.E.2, and 1.E.3 of the Auburn Montgomery Strategic Plan).

Objectives:

1. The Library will explore and evaluate the options with regard to replacing Voyager, our current ILS (integrated library system), with a new system that will lend itself better to our requirements, paying special attention to open-source products such as Evergreen, and with an eye towards planning for the major effort that the move to a new system will entail, in terms of many factors, including the logistics of handling physical items, the coordinating of technical expertise on a variety of platforms, the need to train staff, and the sheer number of staff hours required. (Assessment: Alternative systems considered, a new system selected and implemented)
2. The Library will investigate software add-on options that will permit seamless integration of e-reserves with the University's learning management system. (Assessment: Options identified, cost/benefit analysis conducted)
3. The Library will develop and implement an "Institutional Repository," a digital collection of research conducted and published by the faculty and staff members of the University that will be freely available to the campus community. The Library will be guided by members of the Research Council in the development of the IR, including collection focus.

Benefits:

By actively engaging in the University's initiative to expand its distance education offerings, and by actively seeking to improve our distance education services, the Library will gain the opportunity to demonstrate to the University that we have a unique and valuable perspective to contribute.

By moving to an open source system, the library will benefit by providing access to its holdings through an online library system at a lower cost, and with better and more frequent updates of technology, than is currently available with a dedicated ILS vendor.

By establishing an institutional repository, the library will be able to provide free access to research conducted by the university community. By working with the faculty to include their research in the institutional repository, the library will acquire copyright waivers from the publishers that will allow the preservation of digital access and use of the research without requiring a subscription to specific databases or journals.

Obstacles:

Lack of funding for maintaining adequate staffing; staff stretched thin as a result
Lack of funding for the purchase of equipment and new informational resources in all formats
Lack of funding to support the development and implementation of the institutional repository.

Student Services

Goal 5: The Library will continually strive to improve service to patrons by providing greater access to its various collections, reference assistance, and library instruction as funding and staffing allow. (University Strategic Goals: 1, 1.A., 1.C., 1.D.4., 1.F.; Goal 2, 2.B.)

Objectives: Access to Library Collections

1. The Library will work to provide accurate information for accessing its collections by:

- a. inventorying 20% of the collections per year for the next five years [Assessment: 20% of the collections inventoried annually]
 - b. identifying problems, e.g., missing or lost books and incomplete holdings/items records, in the online catalog and correcting errors in the catalog [Assessment: catalog is cleaned up]
 - c. correcting local holdings records in WorldCat [Assessment: records corrected]
2. Pull circulating materials for pick up by faculty, students, and staff to alleviate impact of cuts in hours [Assessment: number of users served and items pulled]
 3. Explore issues related to self checkout of materials and implement if possible. [Assessment: issues explored and self checkout implemented if possible; statistics on items checked out and users if implemented]
 4. Continue to enhance the Library's website [Assessment: feedback from user surveys]
 5. Explore strategies for implementing open source software packages, e.g., Archon or Archivists Toolkit, to allow access to EAD-encoded findings aids and inventories [Assessment: software options explored]

Benefits: The library will more efficiently serve faculty in accessing monographic materials, and, via inventorying, will ensure the accuracy of library holdings. New software to ensure efficient discovery and access to library resources will benefit students, faculty, and community users.

Objectives: Interlibrary Loan

1. Utilize Illiad to its full capacity to offer services such as document delivery [Assessment: statistics for implemented Illiad functions]
2. Offer Illiad workshops for faculty and students and number of workshops offered [Assessment: statistics for number of workshops held and number of attendees]

Benefits: The addition of Illiad will improve the library's ability to request and receive materials from other academic and non-profit libraries, which will primarily benefit faculty and graduate students in the conducting of research.

Objectives: Reference Assistance

1. Implement chat reference [Assessment: chat reference statistics]
2. Provide reference assistance in residence halls and other locations outside the Library, e.g., the Learning Center [Assessment: number of times assistance is offered and number of students assisted]

Benefits: The ability to integrate librarians into areas where students congregate, and the ability to provide new mechanisms for reference, will benefit students.

Objectives: Library Instruction

1. Create short informational podcasts/tutorials with quizzes at the end, e.g., renewing books online, ILL, UB, remote log in, accessible online [Assessment: number of podcasts/tutorials created; results of quizzes]
2. Collaborate with faculty to embed librarians in courses [Assessment: number of faculty, courses, and students]
3. Work with the Writing Across the Curriculum (WAC) director and faculty to incorporate library instruction where appropriate in WAC courses [Assessment: number of courses]

4. Assess student learning outcomes for Library Instruction sessions, e.g., Cornerstone courses [Assessment: number of courses assessed]
5. Hire an instructional technology librarian [Assessment: librarian hired]

Benefits: Library instruction will benefit students in understanding how to locate and access information. The students will develop information literacy skills, and will benefit from learning how to renew books and to request materials from off-campus.

Collection Development

Goal 6: The Library will expand its collections contingent on funding and staffing. (University Strategic Goals: 1, 1.D.; Goal 2)

Objectives:

1. Identify areas of need, e.g., materials related to internationalization, in the existing collection and purchase materials [Assessment: increase in materials in identified areas]
2. Expand the Library's media collection for educational and entertainment purposes and pursue ways to encourage donations of DVDs [Assessment: the number of DVDs increased]
3. Investigate digital streaming rights for DVDs to incorporate into distance education courses [digital streaming rights investigated]
4. Explore grant opportunities and apply for grants to expand the collections [Assessment: grants applied for]
5. Continue to build genealogical and local history collections and pursue donations for Archives/Special Collections [Assessment: materials purchased or donated to the collection]
6. Catalog open access materials [Assessment: number cataloged]
7. Collect and catalog games for circulation to students [Assessment: games made available for check out]

Benefits: New levels and forms of information are continually created. For the library to serve its mission in supporting the teaching and research needs of the university, the library must license or otherwise acquire information for the benefit of the students and faculty.

Outreach

Goal 7: The Library will accomplish outreach activities that serve various AUM groups contingent on adequate staffing and funding through the following. (University Strategic Goals 1, 1.D.4., 1.F.; Goal 2, 2.B.)

Objectives:

1. Distance education courses [Assessment: number of courses in which the Library participates]
2. Activities and services for international students [Assessment: number of activities, services, and students]
3. Continued participation in new student orientations [Assessment: number of orientations]
4. Partnerships with units and programs, e.g., First Year Experience and Learning Comes First, under the Dean of Students [Assessment: number of programs and students]

5. Extend and promote traditional services, such as reference assistance, through nontraditional ways, e.g., reference chat, Facebook, Flickr, instant messaging. [Assessment: statistics for nontraditional reference assistance]

Benefits: Students will be more adapt at identifying and locating information held by the library, which will improve the quality of their research activities.

Personnel

Goal 8: The Library will maintain adequate levels of service and staffing during all hours the library is open as funding and staffing are available. (University Strategic Goals: 1)

Objectives:

1. Restore government documents librarian position [Assessment: line restored and position filled]
2. Hire librarians as needed to level that allows for appropriate coverage [Assessment: librarians hired]
3. Restore funding for part time staff [Assessment: funding restored and increase in hours worked]
4. Reinstate student assistant budget line to allow for adequate coverage [Assessment: budget line reinstated and student assistants hired]
5. Restore funding for Technical Services staff position [Assessment: funding restored and position filled]
6. Hire serials / electronic resources librarian to manage e-resources. [Assessment: budget line approved and position searched for and filled.]

Benefits: Libraries are labor intensive operations. Employees with new skill levels will enable the library to develop and implement new services that will benefit the campus community.

Space Needs

Goal 9: The Library will expand student services through better utilization of current Library space and potential additional space as funding allows. (University Strategic Goals 2, 2.B, 2.B.5.; Goal 7)

Objectives:

1. Create and/or acquire additional space for Archives/Special Collections [Assessment: space created or acquired]
2. Investigate potential space for a second computer classroom [Assessment: second classroom added]
3. Try to find additional space in the Library Tower to accommodate the print collection and prevent reduction in gathering places for students [Assessment: additional space found]
4. Explore opportunities to work with ITS to relocate a computer lab for students [Assessment: computer lab relocated]
5. Research ways to create a media production lab equipped with a scanner, color copier, and fax machine. Lab is contingent on staffing and space [Assessment: research conducted]
6. Explore options for better viewing rooms for videos/DVDs [Assessment: options explored]
7. Make better use of storage area, e.g., offices, computer classroom [Assessment: usage modified]
8. Investigate options for offsite storage for materials, e.g., National Union Catalog [Assessment: options investigated and materials stored off site if funding allows]

Benefits: Additional space will allow for the growth of print collections, the implementation of new technology services, and improved study space for the students.

Goal 10: The Library will strive to improve accessibility, appearance, and comfort of its facility as funding allows. (University Strategic Goals 1, 1.F.; 2.B.5.)

Objectives:

1. ADA compliant Circulation Desk [Assessment: new desk is installed]
2. Additional appropriately sized furniture and soft seating [Assessment: additional furniture purchased]
3. Features to welcome international students [Assessment: features implemented]
4. Investigate sources to provide a small number of popular newspapers and magazines available on the first floor [Assessment: newspapers and magazines made available]
5. Work with facilities to improve lighting/temperature control [Assessment: lighting and temperature control improved]
6. Repair or replace map cabinets in Government Documents [Assessment: map cabinets repaired or replaced]
7. Supply additional outlets for laptops [Assessment: outlets supplied]

Benefits:

The benefits are enhanced accessibility to the Library facility and its collections and expansion of services and collections by:

- improving accuracy of holdings both in the online catalog through an inventory of the collection and in WorldCat,
- extending services to offset the cut in hours and better serve the greater community of Library users, e.g., pulling circulating materials, self checkout of materials, chat reference, activities for international students, partnerships with units and programs, hiring librarians, staff, and students
- using existing resources to full advantage, e.g., ILLiad
- expanding collections to support the curriculum and the research needs of Library users, especially in the areas of internationalization, media, and Archives/Special Collections
- extending services beyond the confines of the Library Tower, e.g., reference assistance in residence halls and other locations, embed librarians in courses
- better utilization of existing and potential additional space
- improving accessibility, appearance, and comfort via, e.g., ADA compliant Circulation Desk, additional appropriately sized comfortable seating and tables

Obstacles

Obstacles we are likely to encounter with these recommendations are:

- inability to do additional work, e.g., inventorying the collection, at existing staffing levels
- difficulty in maintaining current service levels with present staffing configuration
- lack of funding for maintaining librarian, staff, and student positions
- lack of funding for purchasing equipment
- lack of funding to provide needed training and support for library faculty and staff

Goal 11: The Library will provide the necessary support to maintain its technology infrastructure needs at appropriate levels. (University Strategic Goal: 7, Obj. 7A)

Objectives:

1. Support existing services and systems for the benefit of students, faculty and staff. [Assessment: existing services maintained]
2. Maintain basic infrastructure to support future development of services. [Assessment: technology infrastructure maintained]
3. Facilitate efficient operations of library units. [Assessment: library units have adequate technological support]
4. Replace or upgrade servers owned by the Library as needed. [Assessment: servers replaced or upgraded]
5. Investigate the use of server virtualization to replace obsolete machines, avoid having to replace machines in disrepair, and to utilize our existing servers in more efficient methods. [Assessment: usefulness of virtualization is analyzed]
6. Examine ways to increase accessibility to the campus wireless network. [Assessment: wireless network access improved]

Benefits: Ensures that the library will continue to efficiently provide students with access to needed computing resources, and to ensure that those resources provide rapid access to library resources.

Goal 12: The Library will provide its employees with new computer workstations at regular intervals and will upgrade machines as needed. (University Strategic Goal: 7, Obj. 7A)

Objectives:

1. Reinstate the policy that library employees receive a new or upgraded computer workstation every 3 years. [Assessment: library employees' receive new computers at regular intervals]
2. Ensure that adequate funds are available to Systems and Computer Support to upgrade hardware components in library employees' computers as needed. [Assessment: library employees computers maintained]

Benefits: In order to meet the changing needs required by the Library's integrated library system, new equipment must be systematically upgraded in order for employees to work efficiently and effectively.

Goal 13: the Library will provide its employees with necessary software packages. (University Strategic Goal: 7, Obj. 7A)

Objective:

1. Ensure that library employees have access to software packages which are necessary to complete job duties and/or for research purposes. [Assessment: software is available to library employees]

Benefits: New software must be systematically provided and/or upgraded in order for employees to work efficiently and effectively.

Goal 14: The Library will work to maintain and enhance its web site. (University Strategic Goal: 1, Obj. 1.D.4)

Objectives:

1. Maintain the content of the Library web site to ensure accuracy; ensure that the "look and feel" of the web site is in keeping with University standards. [Assessment: web site content and aesthetics are periodically reviewed]
2. Explore ways to enhance the Library web site to offer new services to students, faculty and staff [Assessment: recommendations reported]

Benefits: The Library website serves as the gateway to information both from on and off-campus. Improved functionality of the website maintains a sense of currency and enables the library to present a cogent message to the campus.

Goal 15: The Library will investigate and pursue the implementation of new systems and services which will allow greater access to our collections, enhance the delivery of services to faculty, staff and students, and increase the efficiency and productivity of library employees. (University Strategic Plan: Goal 7, Obj. 7A)

Objectives:

1. Explore options to replace Voyager with another ILS system. [Assessment: current ILS options reviewed, recommendations made]
2. Implement an institutional repository so that the Library can offer access to unique holdings (e.g., theses, white papers). [Assessment: institutional repository installed and accessible]
3. Explore options for making access to archival database content available [Assessment: software options are explored]
4. Explore strategies for implementing open-source software packages, e.g., Archon or Archivists Toolkit, to allow access to EAD-encoded finding aids and inventories [Assessment: software options explored, recommendations made]

Benefits: The replacement of the ILS system with an open-source system will save the library funding, and will improve access to research and development issues related to open source. Assistance with the library ILS system will be available without additional cost.

Goal 16: The Library will provide funding for training so its faculty and staff maintain current awareness of supported systems & new trends in technology. This will also allow library employees to enhance their skill sets and make better use of existing resources. (University Strategic Plan: Goal 5, Obj. 5.D.3, Obj. 5.D.5)

Objectives:

1. Encourage library employees to participate in professional development opportunities to enhance their skills and understanding of technology. [Assessment: workshops and training sessions attended]
2. Provide necessary staff training for the implementation of the new ILS. [Assessment: training is supported]

Benefits:

- Extending the technology-based services of the Library to off-campus users is especially crucial at a time when our hours have been decreased due to funding levels.

- Maintaining existing hardware owned by the Library will allow us to postpone replacing some equipment.

Obstacles:

- Funding levels may render the Library unable to purchase new hardware necessary to pursue new technology projects or innovations.