Learning Resources Services

Strategic Plan for Academic Years 2015-2017

Our Mission: Learning Resources Services leads the University in the provision, organization, stewardship, and critical understanding of scholarly resources that advance intellectual discovery and academic success.

Vision: The academic collections and programs of Learning Resources Services are actively woven into the intellectual and professional lives of students, faculty, and staff.

LIBRARY
ST. CLOUD STATE UNIVERSITY

Recommended by the LRS Faculty: December 15, 2014

Recommended by the LRS Staff: December 12, 2014

Recommended by the LRS Dean's Council: December 17, 2014

Approved by the Dean: December 17, 2014

LRS Mission, Vision, and Values

Mission: Learning Resources Services leads the University in the provision, organization, stewardship, and critical understanding of scholarly resources that advance intellectual discovery and academic success.

Vision: The academic collections and programs of Learning Resources Services are actively woven into the intellectual and professional lives of students, faculty, and staff.

Values: The work we do is consistent with the SCSU mission and vision and informed by the ALA Code of Ethics.

Knowledge
- We embrace our role as collectors, stewards, and promoters of the intellectual record.
- We cultivate the library as a physical and virtual learning environment.
- We celebrate truth, intellectual freedom, and curiosity through discourse and investigation.
- We anticipate and foster scholarly inquiry and communication.
- We foster intellectual independence through innovative teaching and learning.

Quality
- We enhance student success through diverse resources, services, and teaching.
- We invest in continuous improvement and persistently anticipate and innovate to fulfill the needs of the University.
- We promote excellence through individual growth, creativity, collaborative learning, and organizational development.

Community
- We engage in collaborative relationships with faculty members, other units across campus, and partners beyond campus to become integrated into the teaching, learning, and research activities of the University community.
- We provide a welcoming and inclusive place for study, research, work, reflection, and interaction.
- We offer a supportive environment for creativity, flexibility, and collaboration.
- We foster diversity in perspectives, opinions, and ideas.
- We create a cohesive work environment that promotes teamwork and collaboration.

Integrity
- We promote open and equitable access to information by upholding the highest standards of our profession.
- We treat every individual with respect, honesty, and sincerity.
- We pursue excellence in our services, and resources and openness in our actions.

LRS Strategic Goals

Based on our environmental scan and our values, we have identified the following as our goals for the next three years. These goals are the initial steps toward attaining our vision and will help us affirm and communicate the value of Learning Resources Services within the framework of the university.

Goal 1: Improve integration of LRS resources, services, and programs into the curriculum and campus activities.

Goal 2: Increase engagement with faculty and students about their needs to inform LRS planning for resources, services, and facilities.

Goal 3: Ensure the library's user-centered mission supports faculty and student success.

Goal 4: Assess and support the critical thinking, information, and digital literacy needs of faculty and students.

Goal 5: Demonstrate and communicate the value that LRS scholarly resources and services add to academic achievement.

Goal 6: Create an environment for timely and effective response to instructional and research needs.

Goal 7: Maintain and develop high quality print and electronic collections and demonstrate their impact on academic achievement.

Goal 8: Accommodate the varied study and social spaces and learning needs of our campus and community users in physical and virtual environments.

Goal 9: Cultivate an organizational structure to effectively fulfill the mission of LRS.

Goal 10: Foster a culture within LRS of mutual respect and trust that encourages creativity and innovation.

LRS Strategic Goals 1-5
Focus on user-centered integrated learning and contributions to academic achievement.

- Goal 1: Improve integration of LRS resources, services, and programs into the curriculum and campus activities.

- Goal 2: Increase engagement with faculty and students about their needs to inform LRS planning for resources, services, and facilities.

- Goal 3: Ensure the library's user-centered mission supports faculty and student success.

- Goal 4: Assess and support the critical thinking, information, and digital literacy needs of faculty and students.

- Goal 5: Demonstrate and communicate the value that LRS scholarly resources and services add to academic achievement.

LRS Vision and Values

- Quality: We enhance student success through diverse resources, services, and teaching.

- Quality: We invest in continuous improvement and persistently anticipate and innovate to fulfill the needs of the University.

- Knowledge: We foster intellectual independence through innovative teaching and learning.

- Community: We engage in collaborative relationships with faculty members, other units across campus, and partners beyond campus to become integrated into the teaching, learning, and research activities of the University community.

SCSU Strategic Theme

- Create an integrated learning experience that offers our students the opportunity to learn what they will need to know and be able to do to be successful after they graduate.

Husky Compact Dimensions

- Think Creatively and Critically
- Seek and Apply Knowledge
- Communicate Effectively
- Act with Integrity and Responsibility
- Integrate Existing and Evolving Technologies

LRS Strategic Goals 6-7
Focus on responsive and exemplary services and collections.

- Goal 6: Create an environment for timely and effective response to instructional and research needs.

- Goal 7: Maintain and develop high quality print and electronic collections and demonstrate their impact on academic achievement.

LRS Vision and Values

- Quality: We invest in continuous improvement and persistently anticipate and innovate to fulfill the needs of the University.

- Knowledge: We embrace our role as collectors, stewards, and promoters of the intellectual record.

- Integrity: We pursue excellence in our services and resources and openness in our actions.

SCSU Strategic Theme

- Develop and support high quality academic programs that enhance the competitiveness of our region and prepare our students to apply their knowledge in any environment.

Husky Compact Dimensions

- Think Creatively and Critically

- Seek and Apply Knowledge

LRS Strategic Goal 8
Focus on welcoming and accessible physical and virtual spaces.

- Goal 8: Accommodate the varied study and social spaces and learning needs of our campus and community users in physical and virtual environments.

LRS Vision and Value

- Community: We provide a welcoming and inclusive place for study, research, work, reflection, and interaction.

- Knowledge: We cultivate the Library as a physical and virtual learning environment.

- Integrity: We promote open and equitable access to information by upholding the highest standards of our profession.

SCSU Strategic Theme

- Preserve and build upon the strong bonds with our surrounding community to support the needs of our region and provide opportunities for students to put learning into practice.

Husky Compact Dimension

- Engage as a Member of a Diverse and Multicultural World

LRS Strategic Goals 9-10
Focus on a healthy and efficient workplace.

- Goal 9: Cultivate an organizational structure to effectively fulfill the mission of LRS.

- Goal 10: Foster a culture within LRS of mutual respect and trust that encourages creativity and innovation.

LRS Vision and Values

- Community: We create a cohesive work environment that promotes teamwork and collaboration.

- Integrity: We treat every individual with respect, honesty, and sincerity.

- Knowledge: We foster intellectual independence through innovative teaching and learning.

SCSU Strategic Theme

- Create organizational systems and structures to improve SCSU's capacity to deliver on its mission, vision and strategic priorities.

Husky Compact Dimensions

- Think Creatively and Critically

- Act with Integrity and Responsibility

LRS Strategic Direction

The LRS strategic plan builds on our value statements and responds to the evolving landscape of higher education. During this critical time of rapidly changing technologies, abundant digital resources, and new expectations for teaching and learning, LRS must reposition itself, building on the strengths of its services, resources, and personnel. LRS will create opportunities to engage with stakeholders across campus to expand existing resources and services, and shape new services that specifically address the needs of today's students and teachers. Our vision is to have the academic collections and programs of Learning Resources Services actively woven into the intellectual and professional lives of students, faculty, and staff. In order to meet that vision, LRS will align its resources and services to campus and community needs through the development of new efficiencies and creative solutions for improved staff capacity, increased levels of engagement with the campus and local community, and promoting responsible stewardship of collections and resources.

The strategic planning process was instrumental in helping us define our role as a campus entity. Our mission is to lead the University in the provision, organization, stewardship, and critical understanding of scholarly resources that advance intellectual discovery and academic success. The overall intent of the strategic plan is to affirm and communicate the value and mission of Learning Resources Services within the framework of the university.

The strategic goals define what we want to achieve over the next three years. The next major step is to develop a tactical action plan that identifies how we achieve these goals. The action plan will include measureable outcomes, needs assessments, and the creation of more specific planning and activities. The action planning will begin Spring 2015, and be implemented in AY 2016 and AY 2017. The preliminary plan is to then conduct a program review in AY 2018, followed by a new strategic plan in AY 2019.

For us to be successful in implementing our strategic plan, we will think, do, and *make a difference*.

About Learning Resources Services

Learning Resources Services (LRS) is the University's library. LRS serves all the disciplines at St. Cloud State University and a wide range of users, including students, faculty, staff and community members in Central Minnesota. LRS leads the University in the provision, organization, stewardship, and critical understanding of scholarly resources that advance intellectual discovery and academic success. LRS consists of 15.63 faculty FTE (represented by the IFO), 17.70 staff FTE (represented by AFSCME, MMA, and MAPE), and 7 FTE student workers.

Research and Teaching

LRS faculty provide research assistance at the reference desk or via email or chat 60 hours per week and teach course-integrated library and technology instruction classes. The faculty also consult with students and faculty one-on-one or in small groups in a newly upgraded research consultation space that enables collaboration with multiple devices. The faculty teach LIB credit courses on various facets of information literacy and maintain a website that provides access to and instruction on utilizing the library's wide array of resources. In addition, they investigate and experiment with other faculty on new technologies for teaching and learning including digital humanities and multimedia projects. LRS faculty and staff also actively research and explore innovative ways to integrate and assess services using tools such as data analytics.

LRS Collections

LRS resources support the teaching and learning of the university. The collection has been carefully cultivated to reflect the curriculum. While the majority of our current collection budget is expended on licensed online access to high-quality scholarly information, we continue to manage and build a valuable print collection that is largely unavailable in other formats and that preserves the scholarly record in the disciplines studied and taught at the University. Our collection includes more than 730,000 books, 153,000 federal and state documents, 160,000 units of microfilm, 3,175 maps, and 27,000 media items, as well as approximately 450 periodical subscriptions and over 100 database subscriptions. The University Archives maintains the corporate memory of St. Cloud State University and makes this information increasingly accessible online. The institutional repository hosts a diverse collection of 500 academic, scholarly, scientific, and creative content produced by faculty, students, and staff of the University. The recent implementation of EBSCO Discovery Service provides single search capability across the catalog and various databases, allowing users to find and access high quality content through the LRS website. We also digitize and offer online access to faculty-selected materials through our electronic reserves service and locate and deliver requested materials not owned by our library through our interlibrary loan service. To ensure seamless and reliable access to all of our collections, we rely on the LRS-specific server and IT expertise of our systems personnel.

Space and Technology

The James W. Miller Learning Resources Center, opened in 2000, hosts comfortable, student-focused learning and study spaces as well as student-centered technology. The Miller Center includes approximately 400 computers that continue to be used by students even though the vast majority of them own mobile devices. Student study rooms are in high demand at all times of the semester. The sixteen study rooms are equipped with a mixture of wired or wireless connections, VHS/DVD players, Apple TV, large screen monitors, and white boards. In the Apple TV rooms, students can connect their own devices to the monitors for enhanced collaborative work. LRS also features free scanning stations that can scan and send articles, images, or book pages to an email account, tablet, phone, or printer. LRS has new 40" mobile monitors that students can move anywhere in the building for instant collaboration and loans out Apple TV, digital cameras and camcorders, assisted listening devices, calculators, data projectors, portable media players, cables, and other technology to support teaching and learning.

Process

The strategic planning process took place at a unique time in the history of LRS. The split from Information Technology Services during the academic reorganization spanned several years. Kristi Tornquist, Dean of LRS, left in 2011, and Ruth Zietlow and Keith Ewing each served as one-year interims from 2011-2013. Dean Mark Vargas began at SCSU in July 2013. The final division of LRS and ITS staff, endowments, and budgets took place in 2014.

For the last several years, SCSU has engaged in a series of strategic planning activities. Learning Resources Services, as part of the larger institution, began planning its goals and objectives. In Academic Year 2013, LRS completed a Mission, Vision, and Values statement under the leadership of Interim Dean Keith Ewing. Dean Vargas presented the Mission, Vision, and Values statement to the SCSU Strategic Planning Committee, which recommended its approval to President Potter. In late September 2013, Lisa Foss, Associate Vice President /Associate Provost for Strategy, Planning and Effectiveness, approved Dean Vargas's draft work plan for continuing the strategic planning process. Dean Vargas presented the work plan to the Dean's Council and tasked it to serve as the committee for strategic planning. The Dean's Council participants were:

- Robin Ewing, faculty librarian representing the Reference workgroup
- Jo Flanders, faculty librarian representing the Collections workgroup
- Joe Franklin, circulation coordinator, representing Access Services
- Casey Gordon (AY 2014) and Bob Lessinger (AY 2015), liaisons from Information Technology Services
- Plamen Miltenoff, faculty librarian representing the InforMedia Services workgroup
- Molly Mitzel (AY 2014) and Amy Schneider (AY 2015), staff representatives
- Melissa Northenscold, management analyst representing the Dean's Office
- Melissa Prescott, faculty librarian and faculty chair

The fundamental principle in the strategic planning was for the Dean's Council to provide the framework for the discussion and document writing, but that transparency for all members of LRS was essential. The Dean and the members of Dean's Council documented each step of the

process, and all employees were kept informed through email as well as at faculty, staff, and unit meetings. All LRS faculty and staff were encouraged to provide ideas and feedback, ask questions, and fully participate in the process.

As the Mission, Vision, and Values Statement was completed previously, the main initial focus was conducting an Assumptions, Strengths, Weaknesses, and Threats (ASWOT) analysis. The Dean's Council compiled an initial draft and sent it to all members of LRS for review. LRS conducted open sessions so all members could comment, edit, and review the ASWOT analysis. A list of 54 ASWOT items was reduced in an open session to priority items through round-robin selections. The final ASWOT analysis was completed in the Spring 2014 semester. The faculty and the staff both recommended accepting the ASWOT analysis to Dean's Council, which in turn recommended them to Dean Vargas, who approved them. In Fall 2014, the Dean's Council began developing strategic priorities based on the ASWOT analysis. Five teams of two persons selected by the Dean's Council drafted, reviewed, and edited a list of strategic priorities. Dean's Council revised the list and then sent it to all members of LRS for review. LRS conducted an open session so all members could comment and edit the strategic priority list.

Dean Vargas, Jo Flanders, Melissa Prescott, Amy Schneider, and Missy Northenscold served as the writers for this strategic planning document. The team submitted the draft document to Dean's Council for review. Upon recommendation from the Dean's Council, the Dean sent the final document to the faculty and staff. The faculty and the staff both recommended accepting the document to Dean's Council, which in turn recommended it to Dean Vargas, who approved it on December 17, 2014.

The following persons devoted their time, energy, and support during the strategic planning process. The future success of LRS depends on the continued good work of these administrators, faculty, and staff.

- Roxanne Backowski
- Pamela Cesnik
- Catherine Coats
- Sonja Estwick
- Keith Ewing
- Robin Ewing
- Jo Flanders
- Joe Franklin
- Casey Gordon
- Michael Gorman
- Tina Gross
- Cindy Gruwell
- Tom Hergert
- Eric Hall
- Fred Hill

- Susan Hubbs
- Chris Inkster
- Alissa LaChapelle
- Sheila Landucci
- Diane Larson
- Bob Lessinger
- Plamen Miltenoff
- Molly Mitzel
- Lori Nathe
- Casey Niebuhr
- Missy Northenscold
- Mary O'Dea
- Olivia Olivares
- Patricia Post
- Melissa Prescott

- Jennifer Quinlan
- Mary Ramacher
- Marian Rengel
- Diane Schmitt
- Amy Schneider
- Wendy Springer
- Tom Steman
- Mark Swan
- Karen Thoms
- Hannah Topp-Schefers
- Blair Tosh
- Mark Vargas
- Rachel Wexelbaum
- Angela Wortham

Assumptions, Strengths, Weaknesses, Opportunities, and Threats

LRS compiled this list of Assumptions, Strengths, Weaknesses, and Threats (ASWOT) and it provides the context for the issues discussed during the strategic planning process. Priority ASWOT items are noted in bold.

Assumptions

- The Library is the University's primary resource for acquiring, organizing, and providing scholarly information in various formats.
- The Library will remain in the Miller Center and the Miller Center will continue to be a shared facility.
- The Library will rely on campus IT to provide the infrastructure needed for library technology.
- User expectation for immediate access to information services and resources will increase.
- Students have a one-stop shop mentality.
- Existing library service models don't mesh with current student research behaviors.
- The evolving nature of scholarly research, communication, and publishing will change access and delivery of services and resources.
- The diversity of users will increase and include greater proportions of students from a variety of backgrounds, ethnicities, disabilities, and ages.
- The University administration will continue its focus on global outreach.
- The Library will face an increased need to demonstrate its value.
- Continuous training and development will be required for all Library personnel.
- The Library will continue to rely on student employees for many routine as well as increasingly complex responsibilities.
- It will become increasingly difficult to find funding for new and/or replacement positions.
- Library personnel will need to deal with rapidly changing technology.

Strengths

- **The Library faculty and staff have expertise that uniquely positions the library to address information and the other related literacy expectations for SCSU's diverse population and to assist in the integration of technology into teaching and learning.**
- The Library has outstanding personnel with the professional knowledge and technological abilities to assist users from diverse populations.
- **The Library pursues innovation through its adoption of open-source technology to assist users and improve library operations and collections.**
- The Library is focused on user-centered services and resources.
- The Library provides a broad array of digital academic resources.
- **The Library offers multipurpose, flexible space that could be used for public programming.**

- Programming and activities held in the building foster community.
- The Library benefits from well-established consortial agreements in the state.
- The Library's print and online collections are inclusive of many perspectives.
- The Library has unique collections in the University Archives and the Institutional Repository that are made available digitally.

Weaknesses

- The Library has a low profile on campus.
- **The Library does not have a systematic plan for outreach.**
- Accessing the Library's online resources can be cumbersome.
- The Library has not consistently sought outside funding.
- Elevator access to Basement East is difficult.
- The Library does not have enough group, individual, and silent study space.
- The Miller Center building lacks a comprehensive safety and security plan.
- The Library's materials budget has not kept pace with inflation, and does not match that of many of its peers.
- The Library has historically been understaffed compared to peer institutions.
- The Library's reliance on student workers requires extensive staff investments in training.
- The Library does not have its own technical support staff.

Opportunities

- **The Library must engage faculty and students in the planning and development in order to ensure the academic relevance of the Library's collections and services.**
- Library can extend its reach across the institution to advance common goals of student performance, retention and completion.
- The Library is uniquely positioned to collaborate in creating information literacy expectations for SCSU students.
- The Library has the ability to assist faculty in the integration of technology into teaching and learning.
- The campus's increased focus on online learning will result in the Library reaching a wider user base.
- The Library can strengthen existing and develop new partnerships with departmental faculty to ensure the academic relevance and stewardship of the Library's collections.
- **The Library's user-centered focus positions us well to lead a learning commons implementation.**
- **The Miller Center offers multipurpose, flexible space that could be used to increase public programming.**
- Regional and statewide partnerships exist that we can leverage to share costs of electronic resources.

- The Library is uniquely positioned to collaborate with CMLE for regional outreach to schools.
- The Institutional Repository provides opportunity for open-access scholarly publishing.
- **We need to align our organizational structure with the LRS Mission, Vision, and Values, and to improve our organizational capacity to complete the work of the strategic plan.**

Threats

- **The ease and perception of efficiency to access online information leads users to assume they don't need the Library's digital academic resources.**
- Intellectual property, copyright law, legislation and the emerging open access movement will continue to challenge the Library.
- Competition for external funding will increase from other SCSU offices and from other universities.
- Reduced GMW resources and staffing to keep the building clean and well-kept may lead to a decrease in building use.
- **Flat budgets and increasing costs the Library's continued ability to provide a broad array of academic resources.**
- **The integrity and quality of the Library's collections are threatened by owning outright a decreasing proportion of its information resources, flat budgets with increasing licensing costs, and instability of journal coverage due to changing vendor partnerships.**
- The Library could lose positions because of budget cuts.