# Library Plan 2016 and Beyond
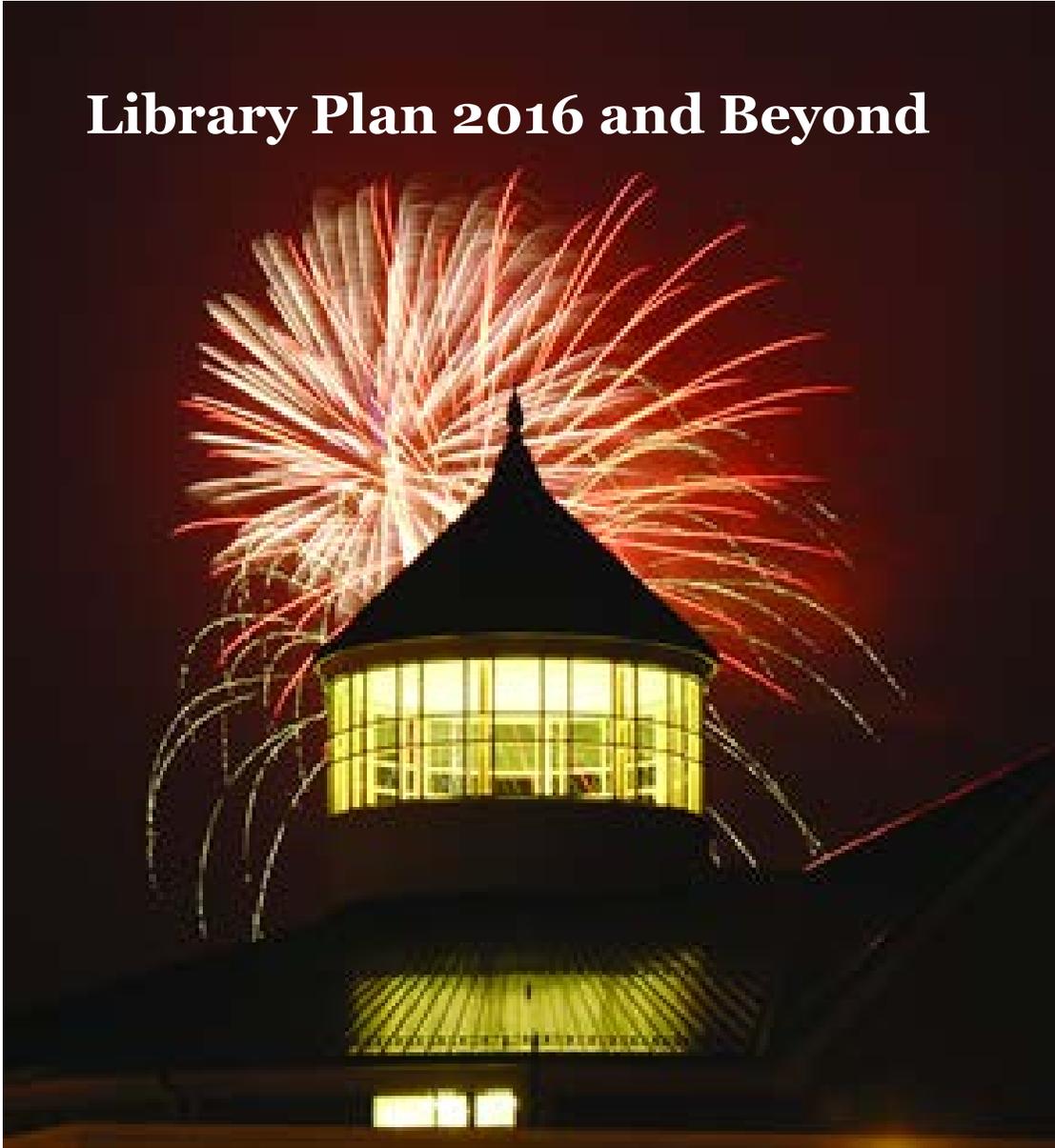
Appalachian State University Libraries
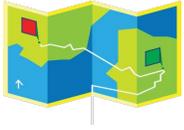
Our Mission

The Appalachian State University Libraries cultivate an environment where people discover, create, and share information that reflects the acquisition of 21st century knowledge skills. We are active partners in advancing the University's principles of sustainability, social justice, inclusion, and global citizenship.

Introduction

The University Libraries Strategic Plan for 2016 builds on the accomplishments and organizational strengths gained through our previous plans, leveraging these strengths to position us as a library where people discover, create, and share information that reflects 21st century knowledge skills. Our plan grows from a year of hearing from—and listening carefully to—our constituencies and from our own observations. It is based on identifying internal and external trends and thoughtfully analyzing and synthesizing what we learned. The plan is user-centric, and also recognizes two elements essential to successfully achieving our mission: the people who build an organization that is strong, creative, healthy, and fiscally responsible; and infrastructures and processes that are flexible, responsive, and technologically sophisticated. Most importantly, the plan reflects our values and priorities, such as our commitment to open intellectual inquiry, knowledge sharing, teaching, collaboration, excellent service, and the development of our faculty and staff. We continue to place a high value on being an organization that explores, adapts, and grows; and our plan aims for a new level of our development as a learning organization. The plan will guide us as we make choices—as individuals, as departments, and library wide—about what we do and how we can deliver the most value to ASU and its scholarly enterprise over the next years.

Strategic Goals

Engagement

1 Liaison Program
Develop and implement a liaison program between library personnel, academic and non-academic departments.

2 Recruitment & Retention
Strengthen our workforce by aggressively recruiting and retaining a talented and diverse faculty and staff.

Communication

3 External
Develop an external communication plan for the Libraries.

4 Internal
Develop an internal communication plan for the Libraries.

Infrastructure

5 Physical Space
Optimize the physical space of the library to better meet the demands of our users in the future.

6 Digital Infrastructure
Build the sustainable digital infrastructure needed to support expanding modes of research, teaching, and scholarly communication.

Digital Technology

7 Respond to a growing demand by ASU campus faculty and students by promoting, supporting, and facilitating digital technologies for research and teaching.

8 Scholarly Communiocation
Provide tools and support for managing intellectual property and providing opportunities for open access publishing and self-publishing.

9 Library Technology
Advance the use of technology within library physical and virtual spaces.

Strategic Goal 1

Context/Rationale

The liaison program will improve the Libraries' external relations and raise awareness of library resources and educational services through increased collaboration across campus. The evolving landscape of higher education has resulted in changes in library collections and services. Rapid developments in technology have altered the needs and practices of scholars and students.

The primary role of the library liaison is to engage the Libraries with all constituents to increase collaboration across campus and awareness of library services. In addition, we provide resources that will support the teaching, learning and research needs of the university, contribute to the success of our users and to find where we fit into their diverse and evolving needs. Examples of roles include: information literacy instruction, collection development, research, scholarly communication, and intellectual property.

Engagement:

Liaison Program

Develop and implement a liaison program between library personnel, academic and non-academic departments.

Outcomes

1 Increased usage of services and resources available to the university.

2 Improved collaboration between the Libraries and departments.
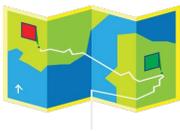
Strategic Goal 2

Context/Rationale

The Libraries recruit faculty and staff from a variety of backgrounds to enrich the social, cultural, and intellectual missions of the university. The aim is to recruit and retain personnel that meet the changing expectations for academic libraries and recognizes and addresses the needs for new expertise, flexibility, and adaptation in regard to recruitment and professional development. The Libraries provides sufficient resources to support and enhance personal and career development.

Engagement:

Recruitment & Retention

Strengthen our workforce by aggressively recruiting and retaining a talented and diverse faculty and staff.

Outcomes

1 Our recruitment and hiring practices comply with the university strategic direction for diversity.

2 Recruitment and retention of talented and diverse faculty and staff.

Strategic Goal 3

Communication:

External
Develop an external communication plan for the Libraries.

Context/Rationale

The Libraries provide an array of information products and services, but users—students, faculty, researchers, staff, and administrators—do not take full advantage of them. We should deploy more effective forms of communication to reach our users on-campus or online. Our external communication plan is designed to increase conversation with students, staff, and faculty, and to inform our constituents about current and future services and resources. This plan does not replace, but enhances, existing one-on-one communications and liaison relationships between library faculty, staff, and academic departments.

The Strategic Plan's objectives, strategies and actions have been derived from research into current communication practices in university libraries, examples include a thorough SWOT analysis and both formal and informal individual team feedback. The success of the external communication plan will be measured by student, staff, and faculty feedback, participation in library focus groups, committees, and surveys.

Outcome

1 Our user communities know about and make use of our resources and services.

Strategic Goal 4

Communication:

Internal
Develop an internal communication plan for the Libraries.
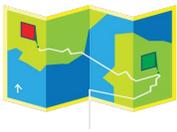
Context/Rationale

The Libraries are a learning organization that is ever-changing, adapting and transforming itself to meet the challenges of the 21st century library. We plan to meet new, often unanticipated, expectations as the digital landscape and user demands grow and evolve. These challenges include the continual need for internal communication and conversation.

As the organization has grown, communication and transparency have become more challenging. To meet this need, the organization will create opportunities and develop shared communication tools that lead to common knowledge for each person in the Libraries.

Outcomes

1 Employees at all levels in the libraries are adequately informed to enable the Libraries to collectively achieve organizational goals

2 Employees at all levels in the libraries have adequate opportunities to provide input and feedback about organizational priorities and goals.

Strategic Goal 5

Infrastructure:

Physical Space

Optimize the physical space of the Libraries to better meet the demands of our users in the future.

Context/Rationale

In order to enhance service provision to our users, the Libraries are undertaking changes to the organizational structure and space reconfiguration. These changes will require multiple initiatives over the next few years and will result in increased opportunities for collaboration between faculty and students to create and access products of knowledge. Examples include space for the archives on the lower level, managing collections to keep the book collection refreshed and relevant to current curriculum and research demands,expansion of the technology space, makerspace initiatives, and increased number of study areas.

Outcome

1 We have a sufficient range of Libraries' spaces that match user needs and specifically address the requirements of technology enabled teaching, learning and research.

Strategic Goal 6

Infrastructure:

Digital

Build the sustainable digital infrastructure needed to support expanding modes of research, teaching, and scholarly communication.
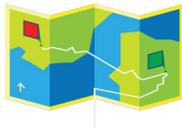
Context/Rationale

A robust and flexible digital infrastructure becomes critical to meeting user expectations and desires as well as the demands of collecting digital assets. Digital infrastructure includes networked hardware, software, services, and supports the increasingly digital nature of scholarship and teaching. The infrastructure is a changing and expanding assemblage of repositories for both library and user generated content, tools for exploring and managing content of all kinds, and services for sharing and exploiting knowledge and ideas. We recognize the value of scalable, extensible, and sustainable infrastructures that enable and support: library services and collections; and users' need to collect, store, use, and share their data, publications, and other research material. Scholars are exploring new methods of research, resulting in new forms of born digital output, e.g., data sets, blogs, and wikis. Research libraries are increasingly called upon to collect, manage, and preserve these new digital assets. Users have come to expect ubiquitous access and delivery and are looking to exploit technology for research and for creating new forms of scholarship, instructional modes, and content.

Outcome

1 Our infrastructure supports the life cycle for digital content including collection, storage, management, access, sharing, and longterm preservation and is easily adaptable to changing technologies and university research needs.

Strategic Goal 7

Context/Rationale

On many campuses, academic libraries are leading the digital charge in higher education. Digital technologies have changed teaching and scholarship; how we track our research, citations, and bibliographies; how we write, collect, and disseminate data; and the kinds of questions we ask. Increasingly scholars are beginning to recognize that to contribute creative and innovative new scholarship, they must be equipped with tools of digital analysis and dissemination. Libraries are ideally suited to provide these resources and services.

Infrastructure:

Digital Technology

Respond to a growing demand by ASU campus faculty and students by promoting, supporting, and facilitating digital technologies for research and teaching.

Outcomes

1 The Libraries build partnerships and collaborative digital projects that support and facilitate the production and preservation of digital scholarship.

2 Campus, local, and scholarly communities have increased access to a greater number of unique special collections.

Strategic Goal 8

Context/Rationale

Scholars are exploring new publishing opportunities, resulting in new forms of born digital output and options. The scholarly communications landscape is a changing and expanding assemblage of repositories. With these changes to scholarship and teaching it is becoming even more essential to help our users to decide how to make best use of the present publishing environment and create opportunities for the future. We recognize the need to provide the necessary tools and support for managing intellectual property, open access publishing, and self publishing opportunities, to meet user expectations and desires as well as the the university's educational and scholarly mission.

Infrastructure:

Scholarly Communication

Provide tools and support for managing intellectual property and providing opportunities for open access publishing and self-publishing.

Outcome

1 The Libraries provide tools and services integral to meeting the university's educational and scholarly communication mission.

Strategic Goal

9

Infrastructure:

Library Technology

Advance the use of technology within library physical and virtual spaces.

Context/Rationale

The Libraries continue to develop its services and resources with the use of new technologies and more technologically enabled spaces. In order for patrons to make their best use of these assets, they must first know of their existence and then be taught how to use them. This knowledge can range from awareness and facility in the use of the Libraries digital collections to an understanding of the technology enhanced areas of the Libraries' buildings such as the Group Study Rooms, the Game Development Room, the Audio Room, and the Digital Media Studio to the use of the many technologies available at the Tech Checkout Desk.

Outcomes

1 Patrons are aware of and use new technologies, virtual spaces, reconfigured classrooms, maker and other knowledge creation spaces.

2 Users will be proficient in the use of the library's technology resources and services.