



The University Library
CALIFORNIA STATE UNIVERSITY, STANISLAUS

Library Strategic Plan, 1999-2004

Revised April 15, 1999

[Updated 8/1/01]

Executive Summary

For the University Library, service to its users is paramount. In order to support, sustain and improve over the next five years and beyond the excellent service library faculty and staff are accustomed to providing, it will be necessary for the University to commit sufficient resources. This plan attempts to quantify resource needs within a five year horizon and outline a plan of action that will inspire the confidence of the campus community in the Library's ability to fulfill its mission through the efficient and effective use of available resources. In order to accomplish the above, this initial iteration of the Library Strategic Plan focuses on and is organized around the following four themes:

- ◆ *Collection development.* The ability to meet the demand for library services is dependent on adequate access to a collection of materials that are responsive to the scholarly and educational needs of students and faculty, and that provide a current and retrospective record of human knowledge. This plan outlines a series of steps to ensure that users of the University Library will continue to have access to the information resources they need, and proposes the allocation of sufficient fiscal resources over the next five years to achieve that goal. Available resources will be used to support assessment of library users' needs, acquisition and preservation of materials in traditional and electronic formats, expanded and improved access to materials within and outside the Library, and ongoing evaluation of library collections and their use.
- ◆ *Continuous improvement of internal operations.* Vital to the success of library services are an adequate number of people deployed in the most effective manner, a well trained library faculty and staff, efficient and effective public and technical service operations, and optimal use of electronic technologies. These internal factors together form the basis for excellent service and are, therefore, essential elements of the Library Strategic Plan. Resources allocated to the Library to support internal operations will be used for the following purposes: the addition of faculty and staff positions in proportion to anticipated growth of the campus population; professional development and training for faculty and staff; new library automation projects and upgraded systems; and ongoing assessment of the effectiveness of library operations, systems and services.

- ♦ *Enhancement of facilities.* The physical environment in which most library services are provided is critically important and receives special attention in this strategic plan. The library space in the addition that was built ten years ago has been filled to capacity, and the currently inadequate space available for library services and collections will become an increasingly critical issue as the University grows over the next five years. A modest allocation of resources is proposed to plan for the effective use of new library space when it becomes available, and to identify and address facilities and infrastructure needs that are currently unmet.
- ♦ *Development of partnerships and collaboration.* The Library Strategic Plan also acknowledges the increasing importance of relations with external constituencies. These include campus constituencies such as faculty, students and other offices and departments, as well as other libraries and campuses in the CSU system, local and regional partners, and all those involved cooperatively in developing library services. This plan proposes actions and resource allocations that will support partnerships for the purpose of developing access to external resources and sources of external funding, and collaboration in the development of cooperative ventures.

The following table summarizes incremental resource requirements of the 5-year plan, which represents a total investment in library services of \$2,002,000 above and beyond the current allocation:

FY	1999/00	2000/01	2001/02	2002/03	2003/04
New Base \$\$	105,000	115,600	115,700	170,800	140,900
Carry-over Base \$\$		105,000	220,600	336,300	507,100
One-time \$\$	72,500	37,500	25,000	25,000	25,000
Annual Increment	\$177,500	\$258,100	\$361,300	\$532,100	\$673,000
<i>[Actual New Base</i>	<i>\$ 85,931</i>	<i>\$145,167]</i>			
<i>[Actual One-Time</i>	<i>\$195,000</i>	<i>\$15,000]</i>			

The Library Strategic Plan is organized as follows:

- ♦ *Vision*
- ♦ *Mission*
- ♦ *Stakeholders*
- ♦ *Goals*
- ♦ *Current Strengths, Weakness, Opportunities, and Threats*
- ♦ *Strategies, Action Steps, Timeframe, and Resources Requirements*
- ♦ *Assessment Strategies*
- ♦ *Budget Requirements*

CSU Stanislaus University Library

Strategic Plan, 1999-2004

Vision

The CSU Stanislaus University Library will meet the highest standards for library service, instruction, scholarship, and ethics. It will be innovative, forward looking and attuned to its environment in providing comprehensive access to academic library services, collections and information resources. The Library will remain focused on teaching and learning, and on assessing the outcomes of those activities as they relate to its mission, in order to provide and support effective instruction in the evaluation and use of information resources.

The Library will participate as a full member in the University community and obtain institutional and fiscal support that reflects its central role in helping the University to fulfill its mission. It will be efficient and fiscally responsible in its use of those institutional resources, and will use the model of organizational learning as a tool to continuously improve its services and effectiveness.

Recognizing the importance of the library as a place, the University Library will provide a welcoming environment for research, study and contemplation. At the same time, it will use technology to overcome the constraints of time and place that would otherwise prevent the fulfillment of its mission. Above all, library facilities, programs, services and collections will be developed in a way that encourages critical thinking and lifelong learning, is responsive to the increasing diversity of the student body, maintains an atmosphere of respect for cultural diversity, celebrates individual and group differences, and allows for the vigorous defense of academic and intellectual freedom.

Mission

The mission of the University Library is to support the curricular and research needs of the University's students and faculty, and the goals and objectives of the University's Schools and College; to enhance the University environment for teaching and learning; to be an intellectual and cultural resource for citizens of the region and the state; and to contribute in a substantial and meaningful way to the mission of the University and the CSU system.

Stakeholders

- CSU Stanislaus students, faculty and staff;
- CSU Stanislaus regional partners;
- Students and faculty from other CSU campuses;
- Other libraries in the CSU system;
- Members of the local community;
- Citizens of the region and state.

Goals

- Select, acquire, organize, preserve, and disseminate the records of human experience in a variety of formats, through an appropriate balance of permanent collections, “just in time” document delivery, and networked access to digital resources.
- Provide a level of service to students and faculty that not only meets their needs, but also ensures the most efficient and effective use of all available information resources.
- Reach out to academic departments and programs in order to promote Library services and increase their impact on student outcomes.
- Provide access to appropriate research tools and, in collaboration with discipline faculty, ensure that all students leave the University with the competence needed to find and evaluate recorded information and knowledge, with special emphasis on the major area of study.
- Continue developing electronic means of delivering information and services in an effort to overcome the limits of time and place.
- Seek out cooperative ventures and funding from all possible sources, and develop partnerships within the University, throughout the CSU system and beyond, that strengthen the Library’s ability to fulfill its mission and achieve its goals and objectives
- Maintain library facilities that are suitable for services and collections, and accessible to persons with disabilities and special needs.
- Create a work environment for faculty and staff of the Library that fosters and supports professional development, achievement, enthusiasm, a sense of community, health, and well being.

Current Strengths, Weaknesses, Opportunities, and Threats

Strengths

- Expertise and dedication of library faculty and staff; experience of senior members and enthusiasm of junior members; service-oriented, prideful “team spirit”
- Skill and ability of “in-house” electronic technology professionals to respond to library needs effectively
- Well documented procedures for library systems and system services
- Skilled library faculty who are available to teach students how to identify, evaluate and use information resources effectively
- Close, collegial working relationship with disciplinary faculty
- Quality of reference service and reference collection
- Quality of basic print collections; provides solid foundation for collection development; well developed collection development policy
- Well developed interlibrary services and access to external resources
- Availability of online resources to off-campus constituencies
- Efficient management of a variety of University services, e.g., campus I.D.

- production and distribution
- Well developed and well maintained collection of materials related to the history of the University and the community

Weaknesses

- Inadequate funding to support collection development and operational needs
- Insufficient staffing resources, professional and paraprofessional, to meet demand for library services (defeats “team spirit”)
- Inadequate resources to support training and development of library faculty and staff
- Inadequate equipment and facilities to support instructional programs
- Lack of compliance with current ADA standards
- Lack of a full range of services for off-campus students
- Insufficient documentation of current policies and procedures in some operational areas
- Inadequate infrastructure support, e.g., support from Public Safety Office, public photocopier service, etc.
- Uneven collection development in all areas due to fluctuations in funding levels
- Lack of systematic assessment and evaluation of library collections
- Lack of adequate strategies for preservation of library materials
- Gaps in campus and local history collections
- Lack of consensus on circulation and use policies, especially related to periodicals and non-print formats
- Lack of consensus on role of electronic resources in meeting collection needs and on the desired balance of various formats in the collection

Opportunities

- Availability of new and evolving electronic information technologies to support all aspects of library public and technical services, including collection development, cataloging and processing, interlibrary services, reference, research assistance, and instruction
- Unqualified support of many campus constituencies outside the Library
- Current academic focus on building students’ information skills
- CSU system-wide cooperative initiatives and ventures
- Current health of regional and national economy
- Strong program of liaison with academic programs and departments
- World Wide Web access to information resources, especially full text
- Possibility of expanding, digitizing and enhancing selected special collections and archives
- Strong regional library services infrastructure; ability to participate cooperatively and effectively in resource sharing endeavors, such as interlibrary borrowing and lending
- Strong campus electronic technology infrastructure and support services
- Potential of cross training to improve skills of faculty and staff
- Potential of extracurricular programs to increase interest in and promote the Library and library services, e.g., displays and exhibits, workshops, etc.

- Smallness of scale allows for flexibility and close working relationships among library faculty and staff, especially between traditional public service and technical service operations

Threats

- Escalating demand for services, e.g., off-campus programs, distance learning, extended education, etc.
- Unrealistic expectations of various constituencies
- Demand for services from non-primary clientele
- Escalating prices
- Uncertainty about the future of “libraries”
- Rapidly changing technological environment
- Small, potentially isolated functional and operational units
- Reluctance of library faculty and staff to engage in new delivery models and methods
- Inability to keep pace with salary demands of technical experts
- Lack of consensus on role of library faculty in developing students’ information competence
- Demands for participation in system-wide endeavors deplete resources available to address local needs
- Unexploited community support for the University Library
- Unexploited community support for development of campus archives and special collections (or competition from other campus or community agencies charged with the task) specifically

Strategies, Action Steps, Time Frame, and Resource Requirements

Strategy 1. Develop library collections in a manner responsive to changing University curricula, delivery models, student populations, and information technologies, and to the economics of information.

Action Step 1.1. Determine current collection strengths and weaknesses. *Lead responsibility:* collection development coordinator. *Timeframe:* 1999/2000.

Additional cost: unknown at this time. [***in progress—not yet completed***]

Action Step 1.2. Develop and implement mechanisms to monitor curricular changes and alert selectors to potential new curricula. *Lead responsibility:* collection development coordinator. *Timeframe:* ongoing. *Additional cost:* none anticipated. [***ongoing***]

Action Step 1.3. Identify and analyze student and faculty expectations and usage patterns. *Lead responsibility:* collection development coordinator. *Timeframe:* ongoing. *Additional cost:* none anticipated. [***ongoing—survey administered spring 2001***]

Action Step 1.4. Continue to identify and evaluate electronic resources that extend and enhance the library’s traditional collections. *Lead responsibility:* online services coordinator. *Timeframe:* ongoing. *Additional cost:* none anticipated. [***ongoing***]

Action Step 1.5. Finalize and implement comprehensive collection development policies and specify funding requirements. *Lead responsibility:* collection development coordinator. *Timeframe:* 1999/2000. *Additional cost:* none anticipated. **[in progress—not yet completed]**

Action Step 1.6. Align budget for new acquisitions with anticipated enrollment growth, new academic programs, and increases in the price of materials. *Lead responsibility:* dean of library services. *Timeframe:* ongoing. *Additional cost:* 5%-10% annual increment to base budget for library materials (a minimum of \$50,000 per year). **[ongoing]**

Action Step 1.7. Continue to strengthen the liaison structure by fully utilizing library faculty's subject expertise, and by maintaining the close working relationship with discipline faculty. *Lead responsibility:* collection development coordinator. *Timeframe:* ongoing. *Additional cost:* none anticipated. **[ongoing]**

Strategy 2. Continue to place the highest priority on providing excellent service to the Library's public by focusing available resources on collections, staffing, electronic information technologies, and professional and staff development.

Action Step 2.1. Systematically assess the effectiveness of all public services based on current needs, accepted standards, and user satisfaction. *Lead responsibility:* library faculty and dean. *Timeframe:* 1999/2000 and ongoing. *Additional cost:* none anticipated. **[not completed]**

Action Step 2.2. Identify, develop and implement appropriate models for reference service and research assistance as needed, given changes in the student profile, curriculum and available electronic technologies. *Lead responsibility:* reference coordinator. *Timeframe:* ongoing. *Additional cost:* unknown at this time. **[in progress—not yet completed]**

Action Step 2.3. Identify opportunities and provide support for library faculty and staff to continuously develop and strengthen their public service skills. *Lead responsibility:* dean of library services. *Timeframe:* ongoing. *Additional cost:* unknown at this time. **[ongoing]**

Action Step 2.4. Review and refine circulation policies and loan periods to reflect and support current student and faculty needs. *Lead responsibility:* dean of library services. *Timeframe:* 1999/2000 and ongoing. *Additional cost:* none anticipated. **[ongoing—loan periods revised in 2000 and 2001]**

Action Step 2.5. Revise circulation procedures to take full advantage of available electronic technologies. *Lead responsibility:* dean of library services. *Timeframe:* 1999/2000. *Additional cost:* none anticipated. **[in progress—not yet completed]**

Action Step 2.6. Identify and implement automation projects that will enhance technical service operations and thus maximize the effectiveness of service to the public. *Lead responsibility:* technical services coordinator. *Timeframe:* ongoing. *Additional cost:* unknown at this time. **[ongoing—periodical collection converted 2000-2001]**

Action Step 2.7. Improve the efficiency and effectiveness of library-related support services such as public photocopying and printing. *Lead responsibility:* dean of library services. *Timeframe:* 1999/2000 and ongoing. *Additional cost:* unknown at this time. **[in progress—computer printout service to be revised fall, 2001]**

Strategy 3. Improve library facilities by providing space, staffing and equipment to accommodate current and anticipated collection growth and service needs, including the special needs of the disabled.

Action Step 3.1. Identify specific building needs based on current CSU, national and ADA standards. *Lead responsibility:* dean of library services. *Timeframe:* 1999/2000. *Additional cost:* none anticipated. [**in progress—committee formed summer 2001**]

Action Step 3.2. Identify specific needs of the disabled and coordinate as appropriate with other campus entities to provide for these needs. *Lead responsibility:* dean of library services. *Timeframe:* 1999/2000 and ongoing. *Additional cost:* unknown at this time. [**in progress—committee formed summer 2001**]

Action Step 3.3. Identify existing available space and secure campus commitment to make necessary renovations. *Lead responsibility:* dean of library services. *Timeframe:* 1999/2000. *Additional cost:* none anticipated. [**completed—renovations not yet scheduled**]

Action Step 3.4. Engage consultant to assist in planning new space to accommodate identified needs. *Lead responsibility:* dean of library services. *Timeframe:* 2000/01. *Additional cost:* \$10,000. [**feasibility study in progress summer 2001**]

Action Step 3.5. Occupy renovated space. *Lead responsibility:* dean of library services. *Timeframe:* 2003/04. *Additional cost:* none anticipated (funded through University capital improvement program). [**not yet completed**]

Action Step 3.6. Fund additional library faculty and staff positions needed to sustain anticipated growth. *Lead responsibility:* dean of library services. *Timeframe:* .5 faculty position and 1 staff position in 1999/2000; .5 faculty and 1 staff position in 2000/01; .5 faculty position and 1 staff position in 2001/02; 1 faculty position and 2 staff positions in 2002/03; 1 faculty position and 1 staff position in 2003/04. *Additional cost:* \$55,000 in 1999/2000; \$55,000 in 2000/01; \$55,000 in 2001/02; \$110,000 in 2002/03; \$80,000 in 2003/04. [**ongoing; 1.0 faculty FTE & 2.0 staff FTE added to date**]

Action Step 3.7. Identify long term service needs to be addressed by the Library's automated systems; determine specific costs and establish priorities. *Lead responsibility:* library systems coordinator. *Time frame:* 1999/2000 and ongoing. *Additional cost:* none anticipated. [**ongoing—Geac Universe, Advance 6.8 and GeoWeb implemented to date**]

Action Step 3.8. Fund systems and infrastructure upgrades needed to sustain service demands and anticipated growth. *Lead responsibility:* dean of library services. *Timeframe:* 2000/01-2003/04. *Additional cost:* estimated annual increment of 10%-15% to the base budget for library operations (a minimum of \$10,000 per year), plus a minimum of \$100,000 spread over the four years from 2000-2004. [**ongoing; \$20,000 added to date**]

Strategy 4. Partner with discipline faculty and exploit the potential of the liaison structure to develop instructional programs that focus on the need for students to become competent at retrieving and evaluating information, regardless of its format or source, so that they can become successful, independent researchers and learners.

Action Step 4.1. Assess needs and develop service model. *Lead responsibility:* library instruction coordinator. *Timeframe:* 1999/2000. *Additional cost:* none anticipated. **[in progress—not yet completed]**

Action Step 4.2. Allocate additional librarian FTE to support development of instructional programs. *Lead responsibility:* dean of library services. *Timeframe:* 2000/01. *Additional cost:* none anticipated (included in action step 2.5). **[completed]**

Action Step 4.3. Redesign and renovate instructional space (Library Learning Lab). *Lead responsibility:* library instruction coordinator. *Timeframe:* 1999/2000. *Additional cost:* \$70,000. **[completed]**

Action Step 4.4. Develop and expand library faculty resources and skills. *Lead responsibility:* dean of library services. *Timeframe:* ongoing. *Additional cost:* unknown at this time. **[ongoing]**

Strategy 5. Develop collections and services in a manner that supports the needs of students and faculty in off-campus programs.

Action Step 5.1. Identify trends and applicable models for delivery of library services to off-campus constituencies. *Lead responsibility:* off-campus library services coordinator. *Timeframe:* ongoing. *Additional cost:* unknown at this time. **[ongoing—off-campus services librarian hired summer 2001]**

Action Step 5.2. Identify resource requirements needed to support off-campus programs and services; fund collection development, service enhancements and additional staffing as needed. *Lead responsibility:* dean of library services. *Timeframe:* ongoing. *Additional cost:* unknown at this time. **[ongoing]**

Strategy 6. Provide for the ongoing development of library faculty and staff in order to ensure staffing resources that are adequate in number and skill level to meet growing and changing service demands.

Action Step 6.1. Identify required skills and develop staffing model to guide division of library faculty and staff responsibilities. *Lead responsibility:* library faculty. *Timeframe:* ongoing. *Additional cost:* none anticipated. **[ongoing]**

Action Step 6.2. Identify and support appropriate training, research and other development opportunities that will assist library faculty in meeting their responsibilities as University faculty, including meeting the demands of the RPT process. *Lead responsibility:* library faculty and dean. *Timeframe:* ongoing. *Additional cost:* unknown at this time. **[ongoing]**

Action Step 6.3. Fund identified professional and staff development needs. *Lead responsibility:* dean of library services. *Timeframe:* 2000/01-2003/04. *Additional cost:* 10% annual increase to base allocation for travel (minimally \$600 in 2000/01, \$700 in 2001/02, and \$800 in 2002/03, and \$900 in 2003/04). **[ongoing-\$2,300 added to base to date]**

Strategy 7. To the extent allowed by available resources, form and enhance partnerships with students, faculty, other campus offices, and the community in order to draw them into the Library's planning process, broaden and deepen the delivery of library services, and develop sources of external funding.

Action Step 7.1. Establish a faculty library committee to advise the dean on plans, policies and procedures developed by library faculty and staff. *Lead responsibility:* dean of library services. *Timeframe:* 1999/2000. *Additional cost:* none anticipated. **[completed]**

Action Step 7.2. Establish a student library committee or otherwise gain the assistance of students in the Library's planning process. *Lead responsibility:* dean of library services. *Timeframe:* ongoing. *Additional cost:* none anticipated. **[not completed]**

Action Step 7.3. Establish a "Friends of the Library" group of alumni and interested members of the extended community to assist in developing and executing external fund raising initiatives. *Lead responsibility:* dean of library services. *Timeframe:* 1999/2000-2000/01. *Additional cost:* \$2,500 each year. **[ongoing—kickoff event scheduled for fall 2001]**

Action Step 7.4. Actively seek additional funding in the form of grants and other opportunities to supplement the library's budget for collections, services, equipment, staffing, and special projects. *Lead responsibility:* dean of library services. *Timeframe:* ongoing. *Additional costs:* unknown at this time. **[ongoing]**

Strategy 8. Participate cooperatively in local, regional, state, and national initiatives that will strengthen the ability to fulfill our mission.

Action Step 8.1. Continue and expand participation in CSU system-wide library planning and initiatives. *Lead responsibility:* dean of library services. *Timeframe:* ongoing. *Additional cost:* unknown at this time. **[ongoing]**

Action Step 8.2. Participate in local and regional multi-type library initiatives. *Lead responsibility:* dean of library services. *Timeframe:* ongoing. *Additional cost:* unknown at this time. **[ongoing—Sierra Valley Library Network formed fall 2000]**

Action Step 8.3. Identify national cooperative initiatives and participate as appropriate. *Lead responsibility:* library faculty and dean. *Timeframe:* ongoing. *Additional cost:* none anticipated. **[ongoing]**

Assessment Strategies

- Identify and develop tools that assess and predict the effectiveness of library collections, services and facilities.
- Monitor user satisfaction with library collections, services and facilities.
- Evaluate strengths and weaknesses in the context of national and system-wide standards, current curricular needs and evolving trends.
- Assess student learning outcomes through both formal and informal mechanisms, using all available tools, including longitudinal studies.
- Track student use of collections by major. [added May 1999]
- Assess contribution to accreditation efforts. [added May, 1999]