

# IOWA STATE LIBRARY

## 2015 FIVE-YEAR STRATEGIC PLAN

### **Mission, Vision, and Values**

#### **Mission:**

Iowa State University Library advances the university's academic excellence and land-grant mission by collecting and preserving world knowledge for its faculty, staff, students and community; by teaching the information literacy skills that enable researchers at all levels to identify, access and use high-quality information; and by actively participating in the creation, sharing, and application of knowledge, research and creative activity, to energize and empower its users toward creating a vital future for the state of Iowa and the world.

#### **Vision:**

The library, as the intellectual heart of Iowa State University, will be an open and engaging space that includes excellent information resources, unique and vibrant print and digital collections. Library staff will make the collections as accessible and open as possible to support lifelong learning and the pursuit, creation, sharing, and application of knowledge.

#### **Core Values:**

##### **The staff of the Iowa State University Library**

- recognizes the user as the focus of all our services
- provides services that exceed user expectations
- teaches and promotes information literacy as central to education and research
- collects and preserves knowledge and research—past, present and future for all generations
- serves as a home for institutional memory
- provides collections and spaces that are both physically and virtually accessible
- fosters a vibrant and inclusive culture that honors diversity and intellectual freedom
- maintains a positive, collaborative, and forward-thinking work environment
- nurtures leadership and professional development opportunities at all staffing levels
- protects the privacy and security of our users and staff and their data
- holds itself accountable individually and collectively in its daily work and in its future planning for the success of the library

#### **Competitive Advantages/Strengths:**

The library supports university research and teaching needs through its strong collections of print, media, and digital resources. Distinctive strengths include collections in engineering, agriculture and STEM fields; unique collections range from ISU history and memorabilia to Women in Science & Engineering Archives, an onsite Standards Center, scientific organization records, collections documenting rural life, and rare books with strengths in agriculture, natural history, and landscape architecture.

The library is committed to open access supporting a rapidly growing, highly-used digital repository and related scholarly communication initiatives.

The library has a strong preservation department with a state-of-the-art conservation lab and a full-time professional conservator dedicated to the General Collection and Special Collections. The department's endowment from the Lennox Foundation offers a highly competitive 3-month preservation/conservation internship.

The library has a distinguished history of providing formal instruction in library research. Librarians teach a required credit-bearing information literacy course, provide course-related and online instruction, as well as hands-on workshops and webinars. The library's instruction content is frequently updated and assessed to meet the current information and research needs of our users.

The library provides a wide variety of technology-enabled spaces suited for both individual and group study, and it uses leading library system solutions to aid in the management and discovery of collection materials.

ISU is a net lender of its resources through Interlibrary Loan, which is praised by faculty and students for its efficiency and speed.

The library's unique architecture and newly renovated spaces create a warm and inviting place that is conducive to reflection, study, and creativity. Its ambience is enhanced by a diverse and important collection of art that includes Chinese art objects, works by Grant Wood, Christian Petersen, and contemporary artists. These features contribute to the attractiveness and distinctiveness of the library as a campus destination.

## Strategic Priorities

### 1. A SUPERIOR USER EXPERIENCE

#### **Goal 1: Responsive and anticipatory resources and services**

Anticipate the diverse needs of our users. Respect and respond to each user's request.

**Objective 1:** Enhance and streamline the discovery and use of our resources, collections and services for both onsite and online users.

**Objective 2:** Assess and improve the library's accessibility and support for users with special needs.

**Objective 3:** Ensure the library remains current with evolving and emerging technologies.

**Objective 4:** Plan and carry out regular and ongoing assessments of our stakeholders' needs and use results to improve our services and collections.

#### **Goal 2: Dynamic collections**

Collect, preserve, and make accessible our information resources and collections, in line with the university's strategy to produce and share transformational research and creativity.

**Objective 1:** Provide the necessary support and assistance to improve discoverability, access to, and visibility of the library's collections. This includes resources more challenging to locate such as e-books, streaming video, digital and other unique collections.

**Objective 2:** Build and curate the library's print and digital collections to reflect the changing information needs of our communities while preserving access to past records of research.

**Objective 4:** Pursue designation of the library as the official university archives.

**Objective 5:** Pursue and integrate Open Access materials that support ISU community needs.

#### **Goal 3: Empower users through teaching information literacy and research skills**

Develop and strengthen the library's information literacy instruction and outreach to support education and research at all levels of the university.

**Objective 1:** Expand our efforts to educate users about new information paradigms and evolving information practices.

**Objective 2:** Strengthen and expand relationships with our constituents by promoting our expertise through partnerships with campus units and the community.

**Objective 3:** Prepare our undergraduate and graduate students with skills to find, evaluate, and use information in their personal, civic, and professional lives.

**Objective 4:** Increase the coordinated development of online tutorials and instruction materials for use both on the library website and in classroom sessions.

#### **Goal 4: Engagement**

Engage our stakeholders as we demonstrate the library's value to the campus, in line with the university's strategy to provide high quality experiences for students, faculty and staff.

- Objective 1:** Strengthen our outreach by coordinating our use of social media tools and exploring new media to engage our public and communicate our value to our users.
- Objective 2:** Pursue opportunities for partnerships with other libraries across the state and region, especially Regents libraries.
- Objective 3:** Ensure that users have formal and informal ways of providing feedback about their online, onsite and off-campus library experiences.
- Objective 4:** Develop a more visible library brand by strengthening our marketing and public relations efforts.
- Objective 5:** Highlight the library's expertise through increased outreach programs that are responsive to the existing and emerging needs and interests of our constituents.

#### **Goal 5: Physical space**

Pursue continuous improvement of the library's internal and external physical spaces to provide an ambience conducive to learning and an environment that is safe for all users.

- Objective 1:** Conduct regular assessments of the library's current and future use of physical spaces to inform strategic changes to meet user needs.
- Objective 2:** Design work and study spaces with an eye to flexibility and user needs for portability.
- Objective 3:** Ensure that work areas and collection space in branch and offsite locations are sufficient to provide excellent service.
- Objective 4:** Increase the efficiency, capacity, and accessibility of our collection spaces.
- Objective 5:** Support initiatives to ensure a safe, clean, healthy, and sustainable physical library environment.

## 2. A SUPERIOR STAFF EXPERIENCE

### Goal 1: Agile Organizational Structure

Work together to create an agile organizational structure that will stimulate new ways of working, thinking, and responding to user demands and a changing service environment.

**Objective 1:** Transform the library through the creation of a more agile organizational structure that reflects the library's diverse functions and affinities, and the and needs of its staff, keeping in mind our commitment and accountability to provide excellent to customer service.

**Objective 2:** Hire strategically and train new and existing staff to address immediate and long-term objectives.

**Objective 3:** Identify and leverage existing staff expertise and interest to serve on teams or projects outside of their current units.

**Objective 4:** Implement strategies for recruitment and retention of library staff.

### Goal 2: Healthy Culture

Create a workplace culture that invites collaboration, innovation, and continuous growth, in line with the university's strategy to foster a culture and work environment that rewards faculty and staff for their contributions, supports a balance between work and life, and inspires individuals to work together to achieve at the highest level of their abilities.

**Objective 1:** Provide an environment that fosters high expectations and rewards achievement among library staff.

**Objective 2:** Empower staff to pursue innovation, take risks, and accept potential failures and mistakes as learning opportunities.

**Objective 3:** Ensure staff understanding of their own roles and the roles of others in the success of the library's mission, vision, and goals.

**Objective 4:** Increase the transparency of administrative activities within the library.

**Objective 5:** Nurture and support a healthy work/life balance for all employees.

**Objective 6:** Support, and encourage a diversity of backgrounds and perspectives by creating an environment where each person can feel safe and accepted.

**Objective 7:** Recognize the value of each person as a unique contributor to the library's mission.