Texas State University
University Library
Strategic Plan
2012-2017

Mission

The University Library advances the teaching and research mission of the University and supports students, faculty, and other researchers by providing user-centered services, comprehensive and diverse collections, individual and collaborative learning environments, and opportunities to learn, create, and discover.

Vision

The University Library shall:

- Provide collections, services, and support for research and scholarly communication to sustain a premier research institution;
- Promote free inquiry, critical thinking, and the exchange of ideas;
- Transform the library into the intellectual, social, and technological center of the university community through the design of physical and virtual environments that incorporate innovative technologies and services.
- Create a workplace of choice.

Organizational Values

These values reflect the hopes and intentions of the talented and diverse staff of the University Library of Texas State University. We seek to live these values daily and feel that they spur us to excellence and toward the realization of our vision and achievement of our goals.

Teaching & Learning – We enhance place-based and online teaching and learning by promoting lifelong learning and the development of critical competencies in students as part of our commitment to making a difference in the lives of graduates and to improving the quality of life for the university community and beyond.

Scholarship & Research – We foster intellectual curiosity, scholarly inquiry and discovery, and critical thinking and support interdisciplinary discourse as key catalysts to the creation of new knowledge

Intellectual Freedom – We respect the ideas of individuals and believe the free exchange of ideas is critical to the creation of knowledge and to democracy. Libraries support intellectual freedom by providing diverse collections with multiple views and perspectives, ensuring equitable access to information, and protecting patron privacy and confidentiality.

Service – We believe each library staff member is responsible for providing a responsive library experience that meets the unique and evolving needs and exceeds expectations of students, faculty, and staff by providing convenient, efficient access to authoritative, quality information.

Professional Excellence – We take pride in what we do, endeavor to carry out our professional and social responsibilities with integrity and uncompromised ethical standards, and strive for exceptional achievement in all aspects of our work. Respect, trust, and honesty are fundamental to our interactions with customers and colleagues.

Innovation – We promote and support an environment that encourages creativity, new ideas, flexibility, agility and innovation. We challenge paradigms and endeavor to exceed expectations in every project or initiative we undertake with an eye to quality, effectiveness, efficiency, consistency, accuracy, timeliness, sustainability and continuous improvement.

Diversity – We regard diversity as paramount to realizing an inclusive atmosphere of mutual respect, fairness, compassion, and caring for students, faculty, staff, and the community.

Collaboration – We encourage cooperation and teamwork through open communication between colleagues in the library, with Texas State faculty and staff, and the broader academic community while respecting individual knowledge, ideas, and contributions.

Staff Investment – We know it is essential to create a work environment and culture that celebrates successes and encourages staff to stretch to reach their potential and where staff members believe they are valued and appreciated. We understand this requires a commitment to providing the development resources and support that staff members need to attain their personal and professional goals.

Strategic Themes

Scholarship & Research ● Collections & Content ● Teaching & Learning ● Library Experience ● Library Spaces Partnership, Outreach & Engagement ● Organizational Agility

SCHOLARSHIP & RESEARCH

Promote and advance successful, creative, and transformational research and scholarship by providing an environment and services that facilitate the creation, management, dissemination, and preservation of the university's intellectual and creative output.

ASSUMPTIONS:

- *Libraries will continue to lead efforts to develop scholarly communication and intellectual property services.*
- *Complex evolving copyright law will continue to provide challenges for academic institutions, both in providing guidance to users of created materials and in providing guidance to creators.*
- *Texas State University's new status as an Emerging Research University presumes a need to provide research materials and collections for expanding academic programs and research initiatives.*
- *Digital Collections will continue to grow as a focal point to showcase research and university scholarship.*
- *Students, faculty, and worldwide patrons will expect increased digital access to the unique library materials including the Wittliff Collections and University Archives.*
- *Texas State University will need to stay current with technology that will affect access and use of research material and records.*

KEY INITIATIVES:

- Develop and expand partnerships with faculty and other researchers to integrate library resources and services into the research initiatives of the university.
- Assume campus leadership for copyright concerns.
- Assume campus leadership for scholarly communications concerns.
- Continue to develop a robust and accessible digital collections repository that effectively gathers and promotes the scholarship and digital collections produced by the university community.
- Preserve and provide access to scientific and technical data generated by research and scholarly activities.

COLLECTIONS & DIGITAL CONTENT

Develop, manage, preserve, and provide access to comprehensive and diverse collections aligned with the university's goals and responsive to current and future scholars' needs.

ASSUMPTIONS:

- *Physical (i.e. non-electronic) collections will continue to grow, and space for these collections will continue to be a challenge.*
- *Academic libraries are increasingly defined and distinguished by the quality of their unique collections (e.g. Wittliff Collections and University Archives), which bring significant prestige to their universities.*
- *Texas State University, now an Emerging Research University, will expect increased research and scholarship from its undergraduate students, graduate students, and faculty.*
- *Information seekers want access to more digital content of all kinds and formats, and they will require enhanced functionality, content and metadata.*
- *Ever-changing digital technology, along with electronic licensing, will affect our ability to provide sustained access to online material.*
- *The trend towards digitizing archival and special collections for the purposes of preservation and providing electronic access is growing and will continue to accelerate.*
- *Distance education and satellite campuses at the university will expand, and the need grows for access to collections of digital resources.*
- *The university is internationalizing the curriculum, including efforts to remain a Hispanic Serving Institution, in order to enrich our learning and working environment.*

KEY INITIATIVES:

- Ensure that the library's collections, support teaching, learning, and research.
- Develop strategies to build and support strong, diverse collections that are responsive to the university's needs for greater graduate student and faculty research.
- Develop a strategy to gather, preserve, and make available the university's digital records for the University Archives.
- Develop a strategy for the acquisition, creation, preservation, and use of the Wittliff Collections' digital content.

TEACHING & LEARNING

Integrate the library as an active partner in the teaching and learning mission of the university by enabling learners to effectively discover, evaluate, and use information.

ASSUMPTIONS:

- *Student enrollment is expected to grow, and more and more classes are expected to be offered at locations other than the main campus, including traditional, online, and hybrid formats.*
- *Students are entering college with basic computer skills. Faculty and Students are often not aware of academic research resources, tools, functionalities, and services available from the library.*
- *Students trust information they find on Google, and tend to rely on web resources to conduct their research, however, they are generally not aware how to critically evaluate the information they find online.*
- *Students often lack effective search skills for information and need to be instructed in strategies for constructing effective searches.*
- *A significant number of students need instruction on the ethical use of information, being unaware of what constitutes plagiarism, and basic knowledge of copyright violations. The Faculty also needs information and resources on copyright issues that apply to their scholarly pursuits.*
- *Many students never physically visit the library, instead accessing the library's resources online. With this in mind, we must enrich our online content to provide these independent learners resources, help, and direction to work on their own.*
- *Students who do use the library for their research are often confused by the different types of academic sources available in the library, such as the difference between an article vs. book vs. journals.*
- *Instruction must be designed to support a variety of learning styles and formats in a student-centered learning environment, and should be responsive to emerging technologies.*

KEY INITIATIVES:

- Expand, enhance, and create teaching and learning programs and resources that educate students, faculty, staff, and worldwide users in the use of library resources outside of course-integrated settings.
- Work with faculty, staff, and administration to integrate information literacy competencies into the university curriculum.
- Broaden assessment efforts related to teaching and learning in a variety of formats and measures.

LIBRARY EXPERIENCE

Offer excellent and seamless services to empower the user in all phases of discovery and knowledge creation.

ASSUMPTIONS:

- *Mobile technologies and internet behavior are changing how users access and use information, which will continue to require libraries to evolve in terms of services, communication methods, and resources.*
- *Changing technologies will continue to improve the searching and interactive functions of the library catalog and databases.*
- *User preferences will lead to an increased need for improved on-demand resources and more streamlined, immediate ways of delivery/access.*
- *Students' experience within the library and interaction with staff can be a strong and unique part of the university's goals of retention and completion.*
- *Expectations differ for the Library's increasingly diverse users—depending on age, academic and economic background, ethnicity, experience, and type (student, faculty, researcher, art/literary patron, etc.).*
- *Students expect the library to be a flexible place that can be used not only for their information needs but also for their cultural, creative and social needs.*
- *Students and faculty expect convenient and knowledgeable service from library staff.*
- *The user experience of the library will change as physical space is repurposed and virtual space expands.*
- *Libraries compete with other venues for student attention.*
- *The Library creates important experiences outside the classroom.*
- *The traditional reference desk service model is being modified or replaced by research consultation initiatives.*

KEY INITIATIVES:

- Increase service excellence and user satisfaction at all points of contact.
- Develop new public staffing models to meet changing user needs and expectations.
- Plan and implement new services for specialized populations.
- Create more opportunities to discover the physical libraries and connect with collections, archives and exhibitions.

LIBRARY SPACES

Create and maintain technology-rich physical and virtual library spaces as destinations of choice that are welcoming, flexible, and safe and foster creativity, enable collaboration, and encourage discovery.

ASSUMPTIONS:

- *The Alkek Library will be remodeled as a Learning Commons area in phases beginning with the main floor.*
- *Availability of a remote storage facility is anticipated.*
- *The library will continue to be desired as a place of study.*
- *Areas supporting group collaboration will continue to be in demand by students.*
- *University enrollment will continue to increase.*
- *Students will expect adaptable spaces.*
- *The development of a learning commons will require changes in the library staffing model.*
- *There will be a greater demand for services for mobile devices.*
- *There will be a greater expectation for an infrastructure that can support mobile devices.*

KEY INITIATIVES:

- Renovate the Alkek Library 2nd floor as a Learning Commons.
- Plan an offsite, climate controlled, repository that will provide a 24-hour retrieval system to accommodate growing print and special collections.
- Develop websites and acquire tools that improve users' online experiences.

PARTNERSHIP, OUTREACH & ENGAGEMENT

Promote and develop support for the library's collections and services by engaging the university and wider communities through fundraising, partnerships, publications, exhibitions, and events.

ASSUMPTIONS:

- *The library's growing space and resource initiatives will require private fundraising.*
- *The university library is instituting many significant changes to services, collections, and spaces. The success of these changes will require strong relationships with stakeholders both within the university community as well as the surrounding cities, and will require proactive and effective promotion and communication.*
- *The Alkek Library will be undergoing a renovation that will include new spaces for study, exhibits, events, and lectures, expanding its opportunities to attract more members of the university and surrounding communities into the building and connect them to unique resources.*
- *Members of the university community are increasingly using mobile technologies, social media, and web-based communication tools to interact with the institution and the world at large. In order to effectively communicate with their communities, libraries must harness these technologies and understand how their communities are using them.*
- *Libraries are now only one of many resources that the academic community can choose among to meet its information needs.*
- *Due the growing diversification and internationalization of the university community, as well as the increase in distance learning and campuses, the library must engage in effective marketing to communicate not only its unique value, but also how it can meet the different and changing needs of a diverse community of users.*
- *Texas State's new designation as an Emerging Research University will increase the scholarship and research efforts within the university and consequently offer the university library more opportunities to partner with a growing group of scholars who will need to learn about the library's services, collections, and spaces.*
- *Texas State will need to be competitive in its recruiting of students and faculty from within the state, nationally and internationally. The university library's spaces, services, and unique and prestigious special collections can be used to recruit and retain faculty and students.*

KEY INITIATIVES:

- Develop a robust fundraising program that cultivates donor relationships and amasses funding for the library's initiatives.
- Develop a proactive, systematic, and comprehensive marketing, outreach, and communications program to raise the university community's awareness of the university library's services, events, spaces, and resources.

- Develop dynamic and rewarding partnerships, connections, and relationships across the university to bring new events, exhibits, and speakers to Alkek Library, making Alkek the "heart" of scholarly life on the San Marcos campus.
- Develop community engagement through marketing, outreach, and partnership efforts with surrounding communities, public libraries, and schools.

ORGANIZATIONAL AGILITY

Develop a workplace culture that empowers staff creativity, risk taking, collaboration and assessment to maximize productivity and to meet emerging priorities and demands.

ASSUMPTIONS:

- *University organizational structure and culture is not expected to change drastically in the next 5 years, and yet the traditional university model will be challenged by economics and competition.*
- *Because technology will continue to change at a high rate, students and staff will need to acquire new skill sets to adapt to new modes of research, learning, and communication.*
- *Investment in a positive work environment is necessary to retain high-quality dynamic employees.*
- *Staff will be expected to continually adjust to changes in staffing structures and job duties as the library continues to evolve, the learning commons renovation occurs and as the university pursues research status. In turn, staff will expect acknowledgment of and support for individual needs and preferences including differences in age, personality type, work and learning styles, culture, background and work/life balance.*
- *Library staff will be encouraged to focus on creative and risk-taking activities, where a high tolerance for failure supports the process of innovation.*

KEY INITIATIVES:

- Build a culture of assessment and accountability, and perform an ongoing review of needs in areas such as organizational structure, staffing levels, staff spaces, workflow efficiencies, and program and service delivery.
- Cultivate a culture of integrated communication that promotes shared understanding and ownership of the library's activities, accomplishments and goals, and create an environment in which staff feel empowered and encouraged to collaborate, experiment, innovate and try new approaches to their work.

- Continue to develop and improve advancement opportunities, mentoring relationships, recognition and rewards, and staff development initiatives.
- Recruit talented individuals with a variety of experiences and backgrounds, new perspectives, and energy, and foster an understanding and appreciation of how diversity strengthens the organization's ability to effectively serve a growing and increasingly diverse university community.
- Advocate for improvements in division- and university-level requirements in areas such as work/life balance, recruitment policies, and appraisal processes.