Texas State University Libraries
Strategic Plan
2017-2023

Mission

The University Libraries advance the teaching and research mission of the university and support students, faculty, staff and the greater community by providing patron-centered services, comprehensive and diverse collections, individual and collaborative learning environments, innovative technologies, and opportunities to learn, create and discover.

Vision

The University Libraries shall:

- Provide collections and services to enable National Research University status;
- Promote free inquiry, critical thinking and the exchange of ideas;
- Serve as 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 that recruits and retains a highly skilled and engaged staff.

Organizational Values

These values reflect the hopes and intentions of the talented and diverse staff of the University Libraries at 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 objectives.

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. We support interdisciplinary discourse as a key catalyst 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. University Libraries support intellectual freedom by providing diverse collections and programs representing multiple views and perspectives, ensuring equitable access to information, and protecting patron privacy and confidentiality.

Service **–** We believe each 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.

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 patrons 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 among University Libraries colleagues, with Texas State faculty and staff, and with 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 success, encourages staff to stretch to reach their potential and confirms that staff members 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.

Outreach **–** We extend the library experience, transcending the physical libraries and meeting the patrons where they are.

Scholarship & Research

Promote and advance transformational research and scholarship through an environment and services that facilitate the development, dissemination and preservation of the university's intellectual and creative output.

Assumptions

- *Texas State University's pursuit of National Research University status requires collections, services and other resources for expanding academic programs and research initiatives.*

- *Libraries are leading efforts to develop scholarly communication and intellectual property services.*

- *Libraries are adopting new applications and technologies to facilitate research and scholarly activities.*

- *Digital Collections that incorporate multimedia resources are becoming a focal point, showcasing university research and scholarship, and the unique holdings in The Wittliff Collections and University Archives.*

- *Researchers will increasingly require data repository services to facilitate discovery and preservation, allow for citation, and satisfy the requirements of many grant-funding agencies.*

- *Complex evolving copyright laws create challenges for academic institutions, both in providing guidance to users of created materials and in providing guidance to creators.*

Initiatives

- Develop and expand partnerships with faculty, researchers and other university offices to integrate library resources and services into the research initiatives of the university.

- Provide tools, technologies and techniques that foster and support research, improving access to and preservation of created works.

- Provide campus leadership for copyright and scholarly communication.

- Implement a research data repository and develop a strategic program for acquisition, management, analysis and visualization of datasets.

Collections & Digital Content

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

Assumptions

- *University Libraries collections should reflect a global perspective and society's diversity, noting in particular the university's status as a Hispanic Serving Institution.*

- *Academic libraries are increasingly defined and distinguished by the quality of their unique collections (e.g. The Wittliff Collections and University Archives), which bring significant prestige to the university.*

- *Information seekers want access to more digital content of all kinds and formats, and they will require enhanced functionality, content and metadata.*

- *Physical collections will continue to grow and will be distributed in several locations.*

- *The Wittliff Collections and University Archives will continue to collect physical collections, add new collecting areas, and increasingly acquire, receive and preserve digital and born digital materials.*

- *Both physical and digital materials should be accessible to individuals with disabilities.*

- *Online resources are essential to support distance education and the Round Rock Campus.*

- *Digital publishing has sparked interest in Open Education Resources, increased concerns about predatory publishers and created opportunities for library publishing programs.*

Initiatives

- Build strong, diverse collections that support growing research programs, teaching and learning.

- Gather, preserve and make accessible the university's records and unique content of University Archives and The Wittliff Collections through new technological infrastructures and long-term digital collections preservation policies.

- Make collections and digital content more discoverable by providing multiple layers of access to library materials in all formats and locations using platforms, databases and services incorporating new technologies, updating or replacing existing systems (i.e. Sierra) and performing metadata enhancements.

- Pursue cooperative collection management opportunities by identifying unique materials to contribute to shared digital collections (e.g., HathiTrust) and applying for memberships in consortiums (e.g., Greater Western Library Alliance, Association of Research Libraries).

Teaching & Learning

Integrate University Libraries as an active partner in the teaching and learning mission of the university by creating lifelong learners empowered to discover, evaluate and use information.

Assumptions

- *Student enrollment is expected to grow; more classes are expected to be offered at locations other than the main campus, including traditional, online and hybrid formats.*

- *Faculty and students are often not aware of academic research resources, tools, functionalities and services available from the library.*

- *Students rely on web resources to conduct their research, however, they are generally not aware of how to use effective search strategies and critically evaluate the information they find online.*

- *Students need instruction on the ethical use of information, including plagiarism and basic knowledge of copyright. Faculty also need information and resources on copyright as applicable to their instructional and scholarly pursuits.*

- *Students access library resources physically and virtually. 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.*

- *Librarian-faculty relationships that are positive and robust are essential to the development of students' information literacy skills.*

Initiatives

- Expand, enhance and create new teaching and learning environments that respond to the changing information literacy environment.

- Expand, enhance and create academic/scholarly resource guides, tutorials and other information resources to support library information literacy initiatives.

- Develop and foster relationships with teaching and research faculty to support library's information literacy efforts.

- Develop outreach beyond library walls to engage all segments of the community.

Library Experience

Offer an excellent physical and virtual experience to empower library patrons in all phases of discovery and knowledge creation.

Assumptions

- *Technologies and patron behaviors are changing access to and use of information, including an increased demand for streamlined, rapid or immediate information access.*

- *Communication will be driven by new technologies and patron behavior.*

- *Patron experiences can be a strong and unique contribution to the university's retention and completion goals.*

- *Expectations differ for increasingly diverse library patrons, depending on age, academic and economic background, ethnicity, experience, and patron type.*

- *Patrons expect convenient and knowledgeable service from library staff at strategically located service points with appropriate staff and technology.*

- *The library creates important unique learning experiences outside the classroom.*

- *Patrons will continue to use the library as physical space and will expect a flexible place that can be used for their information, cultural, creative and social needs.*

- *The service models for all library functions will continue to evolve, enriched by significant collaboration with Instructional Technologies Support, Technology Resources and others to create an exceptional library experience.*

Initiatives

- Increase service excellence and patron satisfaction at all points of physical and virtual contact.

- Create more opportunities to experience the physical libraries and connect with collections, archives and exhibitions.

- Modify communication strategies to meet patrons' changing needs and expectations and evolving technology.

- Improve the patron experience on all devices and platforms, with special attention to accessibility for individuals with disabilities.

Library Spaces

Create and maintain welcoming, flexible, safe and technology-rich physical spaces that foster creativity, enable collaboration and encourage discovery.

Assumptions

- *Use of University Libraries will increase as enrollment increases.*
- *The Alkek Library will be remodeled following the learning commons model.*
- *Select collections and archives will remain in the Alkek and Round Rock Campus Libraries.*
- *The Archives and Research Center (ARC) will provide additional space for collections at optimal conditions for preservation.*
- *The Round Rock Campus Library will expand to support new academic programs and increased enrollment.*
- *There will continue to be demand from students and faculty for adaptable spaces to support group collaboration as well as independent research and study.*
- *Different patron types (students, faculty, staff, etc.) will have different space needs and preferences.*
- *Occupant safety and collections/equipment security are expected.*

Initiatives

- Renovate the Alkek Library following the learning commons model.
- Relocate designated collections and archives to the ARC and provide timely retrieval of material.
- Expand The Wittliff Collections' footprint.
- Expand the Round Rock Campus Library.
- Advocate for increased building cleanliness, maintenance and security.

Development, Marketing and Outreach

Ensure development and recognition of the University Libraries as the intellectual center of the university and a resource for the surrounding community through fundraising, strategic marketing, academic partnerships and community outreach.

Assumptions

- *The University Libraries' ongoing space and resource improvement initiatives will require substantial fundraising from public and private sources.*

- *The University Libraries are instituting significant changes to services, collections and spaces, requiring strong relationships with stakeholders and effective promotion and communication.*

- *The Alkek Library renovations will attract more university and community visitors to discover its resources.*

- *Mobile technologies, social media and web-based communication tools must move to the forefront of library marketing and communication strategies.*

- *The University Libraries' unique value and relevance to a diverse community requires effective marketing.*

- *Texas State's pursuit of Research University status affords the University Libraries more opportunities to partner with a growing group of scholars.*

- *The University Libraries' spaces, collections and services strengthen faculty and student recruitment and retention.*

Initiatives

- Develop and implement an annual strategic fundraising plan that cultivates donor relationships and amasses funding to support University Libraries' initiatives.

- Develop dynamic and rewarding partnerships, connections and relationships across the university and surrounding community to utilize physical and digital spaces for collections, events, exhibitions and technology-rich centers.

- Develop a strategic marketing, outreach and communications program to raise internal and external awareness of the University Libraries' services, events, spaces and resources.

Organizational Investment & Agility

Support the evolving priorities and demands of an aspiring Research University by investing in new and existing personnel; fostering an organizational culture of communication, collaboration and transparency; and promoting innovative policies and practices.

Assumptions

- *A capital investment in collections and staffing levels will position the library to gain Association of Research Libraries designation, advancing the university's effort to achieve National Research University status.*

- *University Libraries organizational structure and staff competencies must evolve to support our strategic endeavors.*

- *Staff value acknowledgment of and support for individual needs and preferences related to generational differences, personality types, work and learning styles, culture, background, and work/life balance.*

- *The Library will become less centralized with the opening of the Archives and Research Center and expansion of the Round Rock Campus Library.*

- *Transparent and open channels of communication are critical as the University Libraries grow and collaboration among staff and teams becomes more prominent.*

- *As University Libraries evolve, ongoing assessment will ensure that programs, resources, services and facilities are meeting campus community needs.*

Initiatives

- Strengthen the University Libraries environment of support for all staff through training and development, advancement opportunities and recognition.

- Develop best practices of business continuity to safeguard operations, services and reputation.

- Expand and utilize communication strategies among library units, departments and divisions to proactively plan and achieve organizational goals.

- Develop and implement assessment strategies to continually evaluate and improve programs, resources, services and facilities.