Brookens Library's Strategic Plan June 2006

University *of* Illinois *at* Springfield

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Introduction

The development of this strategic plan for Brookens Library coincides with the 30th anniversary of the Brookens Library building—the building was dedicated on May 19, 1976. The last quarter of the 20th century brought an unprecedented amount of change in libraries as we saw card catalogs first "freeze" and then disappear, computers become ubiquitous, and the internet become the gateway to information. During the same period of time, state funding for higher education began to erode even as inflation in the prices of library resources (many of them now in digital format) continued unabated.

Library policies and practices have not kept up with the rapid technological change or with the change in budgetary realities. In addition, librarians have generally been unprepared for changes in user behavior, in particular the degree to which college students have embraced the web and the various digital tools that are now available to them.

The timing of this strategic planning process, then, could not have been better. It provided an opportunity for the library to re-imagine its future as it enters its next thirty years. The central themes of this plan are people working together creatively and using technology ingeniously to provide excellent library resources and services to the UIS community. A question hangs in the air—does the building still matter? The answer is an emphatic "yes." The library is the campus building that best embodies the spirit of learning, discovery and reflection that define a liberal arts education.

As the UIS strategic plan was bold to state as its strategic intent that it would be one of the best small public liberal arts universities in the nation, so we in the Brookens Library say that we intend to be the exceptional library that defines a great public liberal arts university—an environment that inspires learning and serves as the heart of the campus intellectual community.

Jane Treadwell
University Librarian and Dean of Library Instructional Services

April 28, 2006

Brookens Library Strategic Plan: Executive Summary

1) Purpose

Mission Statement

At the heart of the intellectually rich, collaborative, and intimate learning environment of UIS, Brookens Library selects, organizes, preserves, and provides access to and instruction in the use of information resources for research, discovery, and lifelong learning.

Vision Statement

Working together creatively and using technology ingeniously, we provide excellent information resources and services to the UIS community.

Guiding Values

Brookens Library strives for excellence in all of our endeavors. We value:

- **Communication** that is open, creative, consultative, and responsive to individual differences and to user and organizational needs;
- **Flexibility** in our services and in the use of our resources to provide for functionality and innovation;
- Creating an **environment of discovery** that facilitates learning and that meets the patrons where they are;
- **Patron-centered service** that assures a positive and unified atmosphere; and
- **Accessibility** by making our diverse services user-friendly.

2) Strategy for the Future

Statement of Strategic Intent

Brookens Library will be the exceptional library that defines a great public liberal arts university—an environment that inspires learning and serves as the heart of the campus intellectual community.

Environmental Assessment

These environmental factors present challenges and opportunities for Brookens Library:

1. **Enrollment growth and new general education curriculum** will create increased demand for library materials and services as demand from existing customer groups continues unabated.

2. **Online learning**—the growing number of students enrolled in online programs and courses places unique demands on the library.

3. **Information technology—**the library must adapt its services to patrons for whom the internet is the first stop in seeking information.

4. **Physical space**—the current library space does not meet the expectations of users and does not provide adequate space for collections.

5. **Budget**—Pressures of inflation in the cost of library materials, salaries for skilled knowledge workers, and renovations to the physical space require additional funding at a time when state funding for higher education is static or declining.

Competitive/Benchmark Analysis

The Brookens Library exceeds the libraries of IBHE and COPLAC peers on most measures captured by the ACRL (Association of College and Research Libraries) statistics. Only two out of eight peer libraries had greater volume counts, and only three had greater total library expenditures. Significantly, the peers that exceeded UIS on these measures also reported library renovations and/or expansions in the past ten-fifteen years.

Compared to the libraries of the private liberal arts colleges selected for benchmarking in the UIS strategic plan, the UIS library held over 100,000 more volumes than the nearest competitor and also had a larger total budget than the other libraries. Again, the libraries closest to UIS in total volumes and library expenditures had undergone renovation and expansion in the past five-fifteen years.

Key Strategic Issue

The overriding strategic issue facing the Brookens Library is how, with limited financial resources, to provide excellent library resources and services to the growing student population that includes undergraduate and graduate students who may live on campus, commute, or receive their UIS education online.

Strategic Goals

1. ***Excellence in Information Resources through Superior Access***

- Brookens Library will adjust, adapt, and expand its collection in alignment with the priorities of UIS.
- The Library will put into place technological solutions to help our users locate and retrieve information quickly and efficiently.
- The Library will demonstrate its commitment to partnerships that enhance the services it can provide.
- The library will pursue alternative funding sources for critical initiatives and maximize the impact of its spending through cooperative purchases that lower costs.

2. ***Services that Anticipate and Respond to User Needs, Preferences, and Trends in Higher Education***

- Discern real user needs and respond to them in a timely and efficient manner.
- Design services that anticipate user needs and preferences.
- Monitor trends in higher education and scholarly publishing for innovative practices the Library should adopt.
- Promote Library services through a vigorous, active, and ongoing marketing campaign.
- Enhance outreach to the local and regional community.

3. ***Active Participation in Curriculum Development and Instruction***

- Create an academically successful and information-literate student body.
- Expand reference/point-of-need services.

4. ***Physical and Virtual Spaces That Are Open, Inviting and Inspiring***

- Improve physical spaces.
- Improve virtual spaces.

5. ***Faculty and Staff Members Who Are Innovative, Collaborative, and Exceptionally Customer Service Oriented***

- Develop a program of customer-service training for new and current library employees.
- Continually review library policies and processes to test for alignment with mission and strategic intent.
- Increase support for faculty and staff professional development.
- Encourage staff to develop innovative and cost-effective solutions.
- Continue to actively pursue collaborative relationships.

6. ***Communication that Facilitates Service, Access, Learning, and Assessment***

- Develop and support an effective internal communication system.
- Promote the centrality of the library to the mission of the campus

Stretch Ideas

1. Integrate access tools to support patron research with goal of one search box access to resources.
2. Find ways to fulfill all resource needs for our distance learners.
3. Assign a personal library advisor to each UIS student.
4. Offer librarian office hours in academic departments, student commons areas, and other areas outside of the library building.
5. Merge Access Services and Reference service points.
6. Investigate the possibility of a minor in Information Studies.
7. Create an internet café on Level One of the building.
8. Seek funding for the renovation of Brookens Library.

3) Resources Plan for Achieving Strategic Goals

Resources Needed

We estimate that $14,682,000 will be required in one-time costs, of which $14,000,000 is the current estimate for a total renovation of Brookens Library. Recurring costs associated with this plan total $392,967 representing costs for new staff, inflation in the prices of library resources, equipment replacement, and software licenses.

Resource Procurement Strategy

The Library plans to seek grants and other private funding for many of the start-up and other one-time costs associated with this plan; however, recurring funding will be required to insure the long-term viability of new library services. In general, UIS needs to protect the investment that it has already made in building an exceptional library and extend that commitment into the future. Partnerships with the other two University of Illinois libraries allow the Brookens Library to enhance the number and quality of electronic resources that we provide to the UIS community. These partnerships and other consortial relationships must be sustained.

4) Monitoring and Evaluation

Performance results are included under each thrust as part of the Strategic Goals statements in Section 2.

Section 1: Purpose

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- **Accessibility** by making our diverse services user-friendly.

Mandates Impacting Brookens Library

--University of Illinois mandates

--University of Illinois at Springfield mandates and policies

--federal copyright law

--USA Patriot Act

Mandates specifically pertaining to libraries:

-Library Records Confidentiality Act

-Protection of Library Materials Act

-Library Bill of Rights (American Library Association)

- Freedom to Read Statement (American Library Association)

These mandates are reflected in Brookens Library partnerships and policies, such as:

-membership in the ILLINET network of the Online Computer Library Center (OCLC), an international bibliographic utility, to which we contribute original bibliographic records and holdings data for shared resource distribution;

-membership in Consortium of Academic and Research Libraries in Illinois (CARLI), a statewide administrative agency which leads Illinois academic libraries to create and sustain a rich, supportive, and diverse knowledge environment that furthers teaching, learning, and research through the sharing of collections, expertise and programs;

-membership in the Rolling Prairie Library System (RPLS), which requires participation in interlibrary loan functions and other resource sharing activities;

-partnerships with our sister campus libraries for purchases, licensing of, and access to, electronic databases across the entire U of I System;

-Library policies concerning the acquisition, cataloging and classification, circulation and access, preservation, withdrawal, and donation of library materials; and

-policies on copyright and fair use.

Section 2: Strategy for the Future

Statement of Strategic Intent

Brookens Library will be the exceptional library that defines a great public liberal arts university—an environment that inspires learning and serves as the heart of the campus intellectual community

Environmental Assessment

For UIS Brookens Library, these environmental factors present challenges and opportunities:

1. Enrollment growth and new general education curriculum
2. Online Learning
3. Information Technology
4. Physical space
5. Budget

Enrollment growth and new general education curriculum
UIS begins to admit an expanded freshman class in the Fall 2006 that will increase the campus FTE each year. Accompanying the growth in the student body is a new general education curriculum that will be implemented in the Fall 2006. Both of these factors will create increased demand for library materials and services that will require the library to purchase materials and build collections in new areas, while the need to support existing academic programs continues. The campus growth in first and second year students will also increase demand for library user education delivered by instructional services librarians. At the same time, demand from transfer and graduate students will remain steady.

Online Learning
Approximately forty percent of UIS students are enrolled in online learning courses or programs. The library is an essential resource for online learners, and specific emphasis must be directed at improving the tools Brookens uses to deliver both print and online content to this population regardless of their location.

Information Technology
Students, faculty, staff and lifelong learners have changed their information seeking behaviors and now begin research using electronic, rather than print, information via the internet. Expertise in staying current with, adopting, and implementing technologies that integrate new software, hardware, and deliver e-information to users has become a critical function of the library. A stronger partnership with campus Information Technology Services and OTEL, as well as the development of library staff with technology skills will be important to create the technical infrastructure that supports new methods of academic inquiry.

Physical Space
Students and faculty have expressed a need for more aesthetically pleasing and flexible spaces equipped with technology to support collaborative teaching and learning. The current library

space is not configured to maximize access to computers, collections, group space or classrooms, or to encourage spending time in the Library Reports from 2003 and 2005 document problems with the building and offer potential solutions. Comparable universities have invested significant resources to renovate and reconfigure libraries to reflect changing university community needs.

Budget
Planned growth within the university of students and faculty, and a new curriculum will necessitate growth in the library. Support for additional hiring, collections, services, and space is not adequate at current state funding levels. The pressures of inflation in library materials, salaries for skilled knowledgeable workers, and renovations to physical space can only be accomplished through development of adequate budgets.

Competitive/Benchmark Analysis

The Library used two groups for comparison: COPLAC/IBHE peers and the set of private liberal arts colleges in Illinois that had been used for benchmarking in the UIS Strategic Plan. COPLAC (Council of Public Liberal Arts Colleges) is an aspirational peer group for UIS. The Illinois Board of Higher Education (IBHE) has also assigned a set of peer institutions for UIS.

COPLAC/IBHE Peers

College and university libraries report statistics on a national basis to two organizations: the Association of College and Research Libraries (ACRL), which publishes statistics annually, and the National Center for Education Statistics, which publishes its Academic Library Statistics (ALS) biannually. For these comparisons, we used the ACRL Statistics for 2004; although ALS was collected in 2004, it hasn't published statistics since 2002.

For this comparison, members of either the COPLAC or IBHE peer groups that submitted data to ACRL in 2004 were chosen. Since submission to ACRL is voluntary, many of the peer institutions identified by IBHE or as members of COPLAC did not submit data and therefore are not present in the published statistics. The comparison set consists of COPLAC and IBHE peer group members that submitted data to ACRL and that were identified as Carnegie "Master's/Professional" classification, along with one Doctoral institution (University of South Dakota) on the IBHE list. This yielded nine peer institutions with data in the 2004 ACRL.

On almost every measure reported by ACRL (see Appendix B for definitions), Brookens Library exceeds our peer institution libraries. Only two elite private liberal arts universities, Trinity University and Union College, and the one doctoral institution, the University of South Dakota, have higher volume counts than Brookens Library. Trinity, Truman State, and Union College all show larger total library expenditures than UIS, but only two institutions, Trinity and Union College, spend more on library materials. A major difference between Brookens Library and these other libraries is the status of the library building. The libraries at both Trinity University and Union College have undergone major expansion and/or renovation during the past few years and the library at Truman State was expanded and renovated in 1993. (Information on peer library facilities was obtained from library web pages.)

Private Liberal Arts Colleges in Illinois

We also looked at Brookens Library in comparison to the private liberal arts colleges in Illinois that UIS used for benchmarking in the campus strategic plan. Here the results were even more striking. On nearly every measure reported to ACRL, Brookens exceeds the figures reported by this set of Illinois liberal arts colleges. For instance, Brookens holds 536,743 total volumes while the nearest competitor, Bradley University, holds 435,366. In this instance, however, several of the institutions are in the "Bachelor's degree" category rather than the "Master's/Professional" category to which UIS belongs.

Again, a major difference between these other libraries and Brookens Library at UIS has to do with the library facilities. (Information about facilities of this peer group was obtained from library web pages and telephone and/or e-mail conversations with library directors at these institutions.) Bradley, at 107,000 square feet, and Illinois Wesleyan, at 103,000, each has much greater room for collections and student seating than UIS. With over 100,000 more volumes than these two peers, the Brookens Library (including the parts devoted to ITS Media Services) only has 89,000 square feet devoted to the library. Illinois Wesleyan moved into a new library building, the Ames Library, in 2003. Both Bradley University and Knox College had major library renovations and/or expansions in the early 1990's. McKendree College is in the planning stages for a major expansion, having raised funds for this purpose in a recent capital campaign. Knox College proudly proclaims that its Seymour Library, "recently ranked 15th in the country by the 2002 *Princeton Review,* is a student's dream…"

These data suggest that Brookens Library could be a major selling point to potential new students and faculty if the library facility lived up to the collections and other measures of library quality.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Brookens Library Strengths:

- Dedicated, creative library personnel
- Statewide and national library alliances and partnerships (CARLI, I-Share, OCLC)*--Brookens Library is fortunate to be located in a state with a strong tradition of library cooperation and resource sharing
- Knowledge and use of current technologies to support learning and research
- Accessibility of collections and services, both on-campus and online
- Size of Brookens collection compared to peers
- Library administration interested in staff development/administrative support

Brookens Library Weaknesses

- Inadequate state funding
- A building which is outdated and a library footprint that is too small for current collections and services
- Lack of dedicated IT support
- Staff issues (salary issues, wearing too many hats, hierarchy among staff)

Brookens Library Opportunities

- Collaborations and partnerships with UIS programs and departments, the other two University of Illinois campuses, and state and national library consortia to provide top-of-the-line services and resources
- Partner with OTEL (Office of Technology Enhanced Learning) and the colleges to provide expanded library services and resources to online students, including embedding library modules into course management systems
- Changing UIS campus: general education will lead to more opportunities for teaching and information literacy initiatives
- Increased fundraising opportunities

Brookens Library Threats/Challenges

- Reduced or stagnant state funding leading to decreased availability of resources
- Online competition by for-profit and free information providers
- Possibility of losing more Brookens space
- Uncertainty about where the library falls in the list of campus priorities
- Changing UIS campus: general education will require the library to purchase materials and provide services in new areas, while still supporting existing programs at the undergraduate and graduate levels

*CARLI—Consortium of Academic and Research Libraries in Illinois
I-Share—the 65 CARLI libraries that share an online catalog
OCLC—Online Computer Library Center, the world's largest library cooperative

Key Strategic Issues Facing the Organization

The overriding strategic issue facing the Brookens Library is how, with limited financial resources, to provide excellent library resources and services to the growing student population that includes undergraduate and graduate students who may live on campus, commute, or receive their UIS education online.

Three other questions follow from the first:

- How to provide excellent support for a curriculum that is changing to reflect the UIS aspiration to become one of the nation's top five small public liberal arts universities?
- How to fulfill the need for library instruction generated by the greater numbers of undergraduate students with little, if any, experience in using a university library?
- How to transform the library's physical and virtual spaces into the attractive, flexible and collaborative learning environment desired and expected at a great liberal arts university?

Other important strategic issues include:

- How to respond to the changing learning styles and technology preferences of college students?
- In an increasingly "Googleized" world, how can the library more effectively demonstrate the value of our collections and services?
- Where do we focus our energies—on teaching how to use the library or on making the library (especially the virtual library) easier to use? Can we pursue both strategies simultaneously?
- How do we secure funding for the major needs that this plan identifies?
- How can we allocate limited staff resources and improve internal communication to maximize our effectiveness as an organization?

Strategic Goals and Thrusts

Goal #1

EXCELLENCE IN INFORMATION RESOURCES THROUGH SUPERIOR ACCESS

Thrust #1: Excellence in the UIS library collection
The cornerstone of an academic library is the collection that is built for its specific user communities. Brookens Library will adjust, adapt, and expand its collection in alignment with the priorities at UIS.

Action Steps:

- Develop and manage a locally-housed collection to support current curriculum, research, and lifelong learning.
- Develop and manage a virtual collection that includes purchased and freely-available content to support the academic community.
- Design and implement a collection assessment program.
- Increase access to online sources available from the Urbana and Chicago campus libraries.
- Maintain strong communication with library users to stay abreast of their information needs.

Performance Indicators:

1. Increase in usage of collections
2. Match local purchases to standard collection lists
3. Most required readings available at time of course start-up
4. Fewer faculty trips to UIUC and UIC to conduct research
5. Library faculty membership on all UIS curriculum committees

Thrust #2: Implement tools to enhance user access to all library resources
Faced with an overwhelming array of information sources and options, patrons rely on the library to present organized and guided approaches for information discovery. We will use current technologies and will search for more advanced technological solutions to enhance the user's ability to locate and retrieve information quickly and efficiently.

Action Steps:

- Adopt improved methods of document delivery; increase choices for patrons to select delivery methods.
- Restructure website as a portal to research.
- Increase presence of Library information in course management system pages.
- Improve authority control and description.
- Integrate access tools to support patron research with goal of one search box access to resources.*
- Participate in experiments with multiple electronic platforms to surface library content on the open web.
- Implement new digital library products.
- Find ways to fulfill resource needs for our distance learners.*

Performance indicators:

1. Demonstrate increased usage through statistics from library website and vendors reports
2. Increase in number of course management pages with Library content
3. Distance users report increased satisfaction with resources available to them
4. Performance testing of access to resources by measuring factors such as response time, down time and user logins to web sites.
5. Survey UIS community about satisfaction with access to information resources both before and after projects' completion
6. Track projects started and completed based on these action items

Thrust #3: Excellence in Collaboration

The success of an individual library is dependent upon building and sustaining relationships with its patrons, other libraries, library consortia, and the publishers and vendors in the marketplace. Brookens Library will demonstrate its commitment to partnerships that enhance the services it can provide.

Action Steps:

- Explore new partnerships while expanding and solidifying regional, national and international partnerships to improve access to resources.
- Increase use of services and products provided by library vendors to streamline and to enhance local processes.

Performance Indicators:

1. Growth in the quantity and quality of access to services and collections
2. Documented improvement in local workflow to select, order, acquire, and catalog materials

Thrust #4: Excellence in leveraging the budget to fulfill goals

State budget support has failed to keep pace with the rate of increase in library expenditures. The library will pursue alternative funding sources for critical initiatives and maximize the impact of its spending through cooperative purchases that lower costs.

Action Steps:

- Identify grant sources to fund collection projects.
- Cultivate donors for gifts to expand collections.
- Create guiding principles for the collection budget.
- Develop shared storage policy among University of Illinois libraries.
- Increase participation in shared licenses that reduce the cost of electronic resources.

Performance indicators:

1. Increase in grant money awarded
2. Increase in number of gifts/donations received
3. Collection development policy
4. Increased number of shared licenses

*** = Stretch Idea**

Goal #2

SERVICES THAT ANTICIPATE AND RESPOND TO USER NEEDS, PREFERENCES, AND TRENDS IN HIGHER EDUCATION

Thrust #1: Discern real user needs and respond to them in a timely and efficient manner
Library users can be local or online and increasingly operate in a 24 X 7 digital world. The library will solicit their input on the need to create or redesign services to support inquiry and learning regardless of location.

Action Steps:

- Implement an online feedback form to continually receive input from students, faculty, staff, and other library users.
- Conduct periodic user surveys and focus groups and act on results.
- Analyze data collected internally or supplied by vendors or other appropriate agencies.
- Create a mechanism to continually incorporate feedback from users into decision-making processes, policies and procedures.
- Participate in the LibQual survey of service quality to assess our performance.

Performance Indicators:

1) Prepare an annual report on how user feedback and other data were used to make changes and improvements.
2) Analyze LibQual and other survey results to improve library services.

Thrust #2: Design services that anticipate user needs and preferences
The demographics of UIS students, faculty and staff suggest a wide variation in experience in the use of a library and computing skills for academic work. The library will draw on successful models to personalize services that assist users at their level of ability.

Action Steps:

- Seek out best practices and innovative ideas from academic libraries.
- Assign a personal Library advisor to each UIS student (start with pilot program).*
- Leverage collaborative relationships to bring new services to Brookens Library.
- Capitalize on the personal devices and ways of sharing information that are preferred by many younger students.

Performance Indicators:

1) Evaluate student perception of usefulness of Library advisor
2) Survey faculty perception on student improvement with Library advisor
3) Assess services against peer group benchmarks
4) Document student use of personal devices to access library information

Thrust #3: Continually monitor trends in higher education and scholarly publishing for innovative practices that the Library should adopt
Libraries and universities face a real and growing gap between the rising costs of publishing and declining budgets that erode purchasing power. However, the responsibility to provide access to

an increasing body of research remains. National and international efforts underway to provide innovative solutions to collect and preserve academic research and content will inform UIS strategies.

Action Steps:

- Establish and maintain an institutional repository for publications of the UIS scholarly community.
- Adopt a standard of digital theses submission and archiving processes.
- Participate in development of University of Illinois-wide action plan to address issues in scholarly communication.
- Coordinate implementation of the U of I scholarly communication plan at UIS.

Performance Indicators:

1) Annual count of publications submitted to the institutional respository
2) Comparison of numbers of graduating Master's degree students versus number of digital thesis submissions

Thrust #4: Promote Library services through a vigorous, active and ongoing marketing campaign

Brookens Library will initiate a campaign both to educate the UIS community about the array of services and collections available to them and also to increase participation in library-designed events.

Action Steps:

- Develop a marketing plan that includes Brookens Library "brand".
- Utilize campus print, electronic media, and local and regional newspapers on a regular basis.
- Use appropriate promotional techniques to target specific markets within our community.

Performance Indicators:

1) Increased event attendance
2) Increased gate counts
3) Increased hits on web pages
4) Increased usage of databases
5) Offers of opportunities to partner with or create services for campus or community initiatives

Thrust #5: Enhance outreach to the local and regional community

Specialized resources, collections, and services that are of particular benefit to the community users of Brookens Library will be highlighted via news sources and publications most likely to reach the wider public audience. At the same time, the community will be cultivated to provide support for Brookens Library.

Action Steps:

- Increase services of and advertising for the Central Illinois Nonprofit Resource Center.
- Increase visibility of Illinois Regional Archives Depository.

- Develop plan with Friends of Brookens Library board to become a partner in Library fundraising.

Performance Indicators:

1) Measurable growth in use of services and collections
2) Increased donations/gifts due to the Friends of Brookens Library board fundraising

***=Stretch idea**

Goal #3

ACTIVE PARTICIPATION IN CURRICULUM DEVELOPMENT AND INSTRUCTION

Thrust #1: Create an academically successful and information-literate student body.
Information literacy is one of the goals of the new UIS general education curriculum. Information literacy skills are to be implemented in various courses, but, like writing, information literacy skills will not be maintained unless they are reinforced throughout a student's university career. Promoting "information literacy across the curriculum" will create UIS graduates who are skilled at finding, evaluating, and using information in their careers and in their daily lives.

Action Steps:

- Engage expert consultant for needs assessment.
- Increase individual consultations for specific courses.
- Conduct faculty development workshops on incorporating information literacy into the curriculum.
- Strengthen relationships with faculty to build cooperation for information literacy efforts.
- Develop and offer a series of workshops on specific library topics (for example, Bibliographic Software, Master's Thesis Research, workshops on various online resources).
- Lobby for a required unit on Library Research in all General Education composition classes.
- Develop a research course as a General Education elective.
- Investigate the possibility of a minor in Information Studies.*

Performance Indicators:

1) Increased campus-wide faculty participation in library-sponsored faculty development programs
2) Increased number of course-integrated research sessions and increased presence of library instruction modules in the BlackBoards for particular courses
3) Improved performance by students, as reported by instructors or gleaned through librarian-instructor collaboration in grading
4) Favorable evaluations of workshops

Thrust #2: Expand reference/point-of-need services

Because of changing on-campus demographics and the increase in online students, we will be flexible in our reference services, offering more services in different venues, and through different media. We will also offer more workshops for the entire campus.

Action Steps:

- Offer librarian office hours in academic departments, student commons areas, and other areas.*
- Increase virtual reference.
- Develop interactive instructional modules.
- Increase presence of information about library resources and services in course management system pages.
- Establish library/research advisors.*
- Provide special assistance to faculty in the use of online resources.

Performance Indicators:

1) Statistics on the number and nature of reference transactions should increase as these new programs are implemented
2) Improved performance by students, as reported by instructors
3) Increased understanding of and satisfaction with Library services as measured by surveys, etc.
4) Increased number of course management system pages with Library content

*** = Stretch idea**

Goal #4

PHYSICAL AND VIRTUAL SPACES THAT ARE OPEN, INVITING, AND INSPIRING

Brookens Library strives to provide a learning environment in which new and future library services can be imagined and developed in partnership with the campus community. These learning spaces need to be physical as well as virtual.

Thrust #1: Improve physical spaces

A space needs assessment of Brookens Library in 2003 found that the facility as it currently exists limits the ability of the library to "function, serve and grow." However, the study also noted that "this large, flexible building can be reshaped into a powerful center for learning, teaching and research." A conceptual plan for a renovated Brookens developed in 2005 affirmed this concept with one possible design that emphasized attractive, flexible spaces for users.

Action steps:

Short term:

- Merger of access services and reference service points.*
- Continued development of lounges, learning commons and group study spaces

- Improved, up-to-date, effective signage.
- Internet Café on Level I.*
- Replace worn furniture with attractive, inviting, comfortable and efficient furniture.
- Art pieces in selected areas.

Longer term:

- Define program for Brookens renovation, using data from 2003 report and concepts from 2005 report.*
- Seek funding for renovation.*

Performance Indicators:

1) Higher gate count and circulation statistics
2) Increased user satisfaction as measured by surveys, etc.
3) Library is included in UIS promotional literature

Thrust #2: **Improve virtual spaces**

Many of today's college students have grown up with and feel comfortable in, a virtual or online environment. In the library, these virtual spaces comprise the interface between library users and staff and the growing world of information available online and in electronic sources. Access to these virtual spaces requires up-to-date computer hardware and software, networked and wireless internet access, an attractive and easily navigated library web site, and access to portable and hand-held electronic devices.

- Enhance Library web pages with attractive interface and design**,** transparent and intuitive navigation, RSS and CSS feeds.
- Increase the number of computer work stations throughout the Library.
- Create a digital repository.
- Improve wireless access throughout building.
- Include popular new technologies in Library lending policies.
- Expand availability of audio books and podcasting materials.
- Find and implement a one-search-box portal to all online library resources.*

Performance Indicators:

1) Increased user satisfaction as measured by surveys, etc.
2) More hits on Library web pages
3) Increased user satisfaction with online resources as measured by surveys, etc.
4) Increased borrowing of laptops and iPods

***= Stretch Idea**

Goal #5

FACULTY AND STAFF MEMBERS WHO ARE INNOVATIVE, COLLABORATIVE, AND EXCEPTIONALLY CUSTOMER SERVICE ORIENTED

Thrust #1: Develop a program of customer-service training for new and current library employees

The library is responsible for providing the tools and training to educate employees to provide excellent customer service. Training will provide a baseline of knowledge and empower Library employees to fulfill the mission of Brookens.

Action Steps:

- Identify and train Library faculty and staff who will serve as in-house customer-service trainers.
- Provide customer-service training for all current and new Library faculty, staff and student assistants.
- Provide refresher training at regular intervals.
- Develop a customer service web tutorial.

Performance indicators:

1) Review customer surveys for evidence of improved service
2) Compare LibQual results with those of peer institutions

Thrust #2: Continually review library policies and processes to test for alignment with mission and strategic intent

While it is critical to maintain a set of policies for the organization, a process of regular review will surface any need to adjust rules and workflow for improvement.

Action Steps:

- Develop and adopt a service mission and keep it posted.
- Seek innovative and efficient processes.
- Seek customer-focused processes.
- Develop new ways to get feedback (Preview Days, etc.).
- Make policies and procedures available on the intranet.
- Push decision-making authority further down in the organizational structure.

Performance indicators:

1) Document how new processes are working
2) Common understanding of policies
3) Fewer customer complaints

Thrust # 3: Increase support for faculty and staff professional development

The cost of keeping faculty and staff current in trends, technologies, and best practices in libraries is an investment in employee satisfaction and retention. Knowledgeable library employees will also improve the quality of library services and teaching for the UIS community.

- Adapt innovative ideas of other institutions to our situation.
- Identify priority areas for development.
- Create staff mentor system.

Performance indicator:

1) New programs and processes as a result of professional development activities

Thrust #4: **Encourage staff to develop innovative and cost-effective solutions**
Employees at all levels of an organization discover ways to improve workflow, save money, and offer new services. The library will facilitate an environment that values faculty, staff, and student input.

- Develop mechanisms for staff to easily make suggestions.
- Develop strategies for supervisors to use to encourage staff input.
- Create system of meaningful but inexpensive rewards.

Performance indicator:

1) Document changes and improvements as a result of suggestions

Thrust 5: Continue to actively pursue collaborative relationships
To foster dynamic, informed, innovative, and respectful interactions within the library, the campus, the U of Illinois system, and wider library organizations, the library will enable staff to consider new ways of working with colleagues.

- Encourage projects across Library departmental lines.
- Increase cross-training within and across Library departments.
- Strengthen collaborative relationships on campus and with institutions throughout the state, especially the other U of I campuses.
- Seek opportunities for additional collaboration.

Performance indicator:

1) Periodically review collaborative relationships for evidence of benefits

Goal #6

COMMUNICATION THAT FACILITATES SERVICE, ACCESS, LEARNING, AND ASSESSMENT

In order to provide outstanding services to our users (UIS students, faculty, and staff and the Springfield community) and to build a greater sense of community within the library, the employees of Brookens Library will enhance internal communications. All Library employees will recognize the importance of their participation in developing and fulfilling the Library's mission and goals. The Library will also reinforce the Library's centrality to the mission of UIS by better publicizing its services to its core users.

Thrust #1: An effective internal communication system
Successful organizational communication will be achieved through both formal and informal means. Opportunities for informal communication help build community and increase comfort levels for discussing issues in meetings and other formal environments. In addition, avenues for formal communication will be increased.

Action Steps:

- Implement Brookens Library Intranet so that minutes of meetings, calendars, and project plans will be readily available to all Brookens Library employees.
- All committees and units will share information about projects and other developments in a timely manner at Library Cabinet and staff meetings, and minutes will be published on the Intranet.
- Staff meetings will be scheduled at regular intervals and agendas will include issues of importance to Library employees.
- The Dean will report to the Library about initiatives and activities.
- Create a centralized break/meeting room for all Library employees.
- Develop an effective, structured orientation for new employees.
- Train unit heads in team building techniques to encourage more staff participation in decision-making.
- Create an atmosphere of respect for all library employees.
- Create Library "talking points" and distribute to all employees.

Performance Indicators:

1) Minutes posted on Library Intranet within two weeks of meetings
2) Hits on Intranet increase
3) Suggestions submitted via Intranet will increase
4) Staff meetings occur on a bi-monthly basis
5) New break/meeting room is used regularly by a majority of employees
6) Staff report greater knowledge due to orientation program
7) Employees can speak knowledgeably about important library initiatives

Thrust #2: Promote the centrality of the library to the mission of the campus.

The library is at the heart of all academic endeavors, and Brookens Library will ensure that the campus is aware of its importance to the instructional and scholarly mission of UIS. A strong publicity program will help, as will specific outreach to faculty, staff, and students.

Action Steps:

- Develop coherent avenues for publicizing events.
- Dedicate staff to produce publicity: news releases, posters, invitations, flyers, cards, newsletters, etc..
- Develop a regular library orientation for new faculty (and put back-up information on library web site).
- Send letters to new faculty before the beginning of the academic year with information on collection- and instruction-related resources and services.
- Assign Library/research advisors to incoming students.*
- Develop promotional events for students throughout the year.
- Use the Library web site as one avenue to promote all Library activities and initiatives.

Performance Indicators:

1) Increased attendance at Library-sponsored events
2) Faculty will report better understanding of the Library due to orientation
3) Student attendance at library events will increase
4) Students and faculty will report satisfaction with Library/research advisor program

* = **Stretch Idea**

Stretch Ideas

1. **Integrate access tools to support patron research with goal of one search box access to resources.**
A 2005 study by OCLC, *Perceptions of Libraries and Information Resources*, found that among college students, 89% begin their search for information by using an Internet search engine such as Google. Only two percent start with the library web site. We believe that it is important for students to be able to find and evaluate information for their scholarly research. The library possesses a treasure trove of scholarly information, but our own search tools often make that information difficult to locate. We need to make the process of searching for library resources much simpler. To that end, we are planning to go outside the box of on the shelf offerings to libraries, to see if we can find and implement a search engine that will truly allow one search of all library resources.

2. **Find ways to fulfill all resource needs for our distance learners.**
Generally, online users whether in Lincoln Residence Hall or Lincoln, Nebraska, can access all of Brookens Library's online information resources. However, sometimes students are still required to read books for their courses, or to use audio-visual materials. We can send books and other materials to students via interlibrary loan, but sometimes interlibrary loan is too slow, either because the student is far away (Japan, for instance) or the turnaround time is too tight to allow for traditional ILL. We need to begin searching for a systematic way to address these problems. On one front, we should initiate discussions within the local consortium and at the national (OCLC) level concerning expanding the definition of a borrower to include students taking classes at universities some distance away. On another front, we should find ways within copyright guidelines to scan and make print or audiovisual materials available to the distant student for a short window of time. As instructors have been able to recreate the classroom experience for students at a distance, we will seek to recreate the library experience in more depth than is currently possible.

3. **Assign a personal library advisor to each UIS student.**
Frequently students feel intimidated by the library and especially seem to avoid asking reference questions. We would like to turn things around and take the librarian to them. In much the way that a first-year student is assigned an academic advisor, we propose to assign a library advisor to each student. As the academic advisor helps the student navigate the confusing world of choices concerning courses and a major, the library advisor would help the student with the many choices concerning academic research. Studies have shown that people will turn to a trusted source for information—we plan to make Brookens Library that trusted source. Since the time required for this program is unknown, we would plan to start with a pilot program, most likely involving Capital Scholars.

4. **Offer librarian office hours in academic departments, student commons areas, and other areas.**
As with the stretch idea above, this idea involves librarians going out to where our campus users are. Librarian office hours in academic departments would make the librarian available to faculty for consultation concerning the collections, particular databases, upcoming instructional sessions, or research needs of their students. By being available in student commons areas, librarians would meet the students on their own turf.

5. **Merge Access Services and Reference service points.**
Discussions among Access Services and Instructional Services faculty and staff last year concerning a reconfiguration of space on Level 2 yielded the insight that most likely all patron

transactions could occur at one desk. Currently, there are a substantial number of referrals from one desk to the other, and students don't appear to mind going to the Circulation Desk whereas there seems to be a certain degree of anxiety involved in approaching the Reference Desk (see stretch idea number 3, above). By offering a "one stop shopping" desk, our users can approach the one desk no matter what their information needs may be.

6. **Investigate the possibility of a minor in Information Studies.**
Information Studies focuses on the growing importance of information in the global society. A minor in Information Studies would complement majors in various liberal arts and sciences disciplines as well as majors in professional fields. Coursework could include topic such as the economics of information, the politics of information, censorship, and scholarly communication. Because the resource needs for this stretch idea would involve hiring at least two additional library faculty and creating a more traditional academic department within the library, we have not listed this item among our resource needs—we are at the point of investigation only.

7. **Create an Internet Café on Level 1.**
The idea of a coffee shop on level one of Brookens Library has been around for a long time. Even though another action step of the Library strategic plan is to seek funding for a renovation of the building, we believe that in the short-term we should pursue a café on Level 1. Capitol Perks is a wonderful service to the campus, but the setting in the PAC lobby does not create the cozy intimate feel of a true coffee shop. A café on Level 1 of the library would provide a place for students to read, study and surf the internet in an atmosphere more like that of Barnes & Noble or Starbucks.

8. **Seek funding for the renovation of Brookens Library.**
It seems odd that renovating a thirty year old library facility and finding enough space for the library collection would be listed as a stretch idea, but in the climate of reduced funding for higher education maintaining and improving the physical infrastructure on a public campus is a daunting task. In our competitive analysis, we found that the only significant element in which the Brookens Library lags behind our peers--even highly-rated private schools--is the library facility. We have also found in student surveys and focus groups that the library building itself is a major impediment to library use. A renovated Brookens Library could become a selling point for UIS as we seek to become one of the best small public liberal arts universities in the nation.

Section 3: Resource Plan for Achieving Strategic Goals

Resources Needed

		One Time	Recurring	SUBTOTAL
Goal #1: Excellence in Information Access & Resource Needs				
◄	Yearly 10% Increase for materials above inflation		$ 93,567	
◄	Library systems specialist		$ 60,000	
† ◄	One search box access to resources	$ 30,000	$ 20,000	
◄	Funding for new products & services			
†	-Electronic resource management system (ERM)	$ 15,000	$ 5,000	
†	-Table of contents in online book catalog	$ 15,000	$ 5,000	
†	-Advanced software for electronic interlibrary loan	$ 15,000	$ 5,000	
		$ 75,000	$ 188,567	$ 263,567
Goal #2: Services that Anticipate/Respond to User Needs & Preferences & Trends in Higher Education				
◄	LibQual participation fees to conduct surveys		$ 2,250	
◄	Full-time marketing/publicity staff position (including fundraising)		$ 30,000	
◄	Marketing and publicity funds		$ 10,000	
◄	Metadata specialist		$ 48,000	
◄	Increased student worker budget		$ 10,000	
† ◄	Scholarly communication education campaign	$ 5,000		
◄	Hire skilled assistants to help with technical questions		$ 10,000	
◄	GA for Nonprofit Resource Center		$ 7,425	
		$ 5,000	$ 117,675	$ 122,675
Goal #3: Active participation in Curriculum Development & Instruction				
† ◄	Faculty development for information literacy-$25,000 grant for 3 yrs	$ 75,000		
◄	GA or paid internship for information literacy		$ 7,425	
◄	Electronic classroom for 25	$ 50,000		
		$ 125,000	$ 7,425	$ 132,425
Goal #4: Physical & Virtual Spaces that Are Open, Inviting & Inspiring				
(Short-Term)				
◄	Planning/programming	$ 200,000		
◄	SGA request for reupholstering existing chairs	$ 12,000		
◄	Updated signage	$ 100,000		
◄	Café construction; outsource operation to Food Service	$ 50,000		
◄	Development of new user spaces	$ 100,000		
◄	Annual computer equipment replacement (4 yr. rotation) & services		$ 27,300	
		$ 462,000	$ 27,300	$ 489,300
(Long-Term)				
† ◄	Library renovation	$14,000,000		$14,000,000
Goal #5: Faculty and Staff Members Who Are Innovative, Collaborative, and Exceptionally Customer Service Oriented				
† ◄	Funds for customer-service training consultant	$ 10,000		
◄	Increase professional development funds		$ 17,000	$ 27,000

Goal #6: Communication					
	◄	Web specialist		$ 35,000	
†	◄	Funds to remodel a staff break room	$ 5,000		$ 40,000
		GRAND TOTAL	$14,682,000	$392,967	$15,074,967

† **We will seek grants and other outside funding for these items.**

Total new FTE needed: 4 staff, 2 graduate assistants, and 3 student assistants at 20 hours per week.

Resources Procurement Strategy

The resource plan for achieving Brookens Library's strategic goals recognizes the realities of state funding and, apart from the goal of renovating the Library, would require an investment of just a little over $1 million. We plan to seek grants or other private funding for many of the start-up funds associated with this plan, as designated on the resource plan list. However, recurring funding will be required to operationalize these new library services.

In general, UIS needs to protect the investment that it has already made in building an exceptional library and to extend that commitment to excellence in collections, services, and the library facility into the future. The new general education curriculum, the robust online program, the increase in the number of students, and the university's desire to be among the top five small public liberal arts universities all demand that the library achieve a strong level of funding.

Partnerships with the libraries at the University of Illinois at Urbana-Champaign and the University of Illinois at Chicago allow Brookens Library to purchase resources that otherwise would have been completely out of reach, but these partnerships are not without costs. Although as a percentage of the total the UIS share of any joint purchase is very small, the amounts that Brookens pays to participate along with two large research libraries is still substantial by medium-sized library standards. These U of I resources make for real competitive advantages, however, and need to be sustained.

Similarly, it is crucial that we make the investment in technologies to facilitate our services as detailed throughout the plan. UIS is earning recognition for its online programs and the wireless campus. Using technology to provide sophisticated solutions for our customers has become a UIS way of life, and the Library needs to be much more aggressive in implementing technology to improve services. Several new positions (Systems specialist, metadata specialist, and web specialist) also relate to this need to make better use of technology in pursuing our goals.

Finally, resources are especially needed to make the library facility signal to the world that a great library is behind its doors.

Section 4: Monitoring/Evaluation of Plan Implementation and Results

Timetable

The majority of action steps included in this plan can be started on right away with tangible results expected in two to three years. A few of the items can be started and finished within a year. We have indicated that the goal of securing the funding for a total renovation of the library building is a long-term goal that may not be achieved during the five year timeframe of this strategic plan.

We recognize that in order to implement this plan an additional project management layer will need to be applied to each of the thrusts and action steps. Instead of creating a separate team to implement the Strategic Plan, the Dean's Cabinet, consisting of the Dean and the unit heads within the Library, will be responsible for implementing, monitoring, and evaluating the plan. Ultimately, however, a successful implementation will depend on the enthusiasm and commitment of each member of the Library staff, including our student assistants. Generating and sustaining this commitment will be a key responsibility of Library leadership as this plan unfolds.

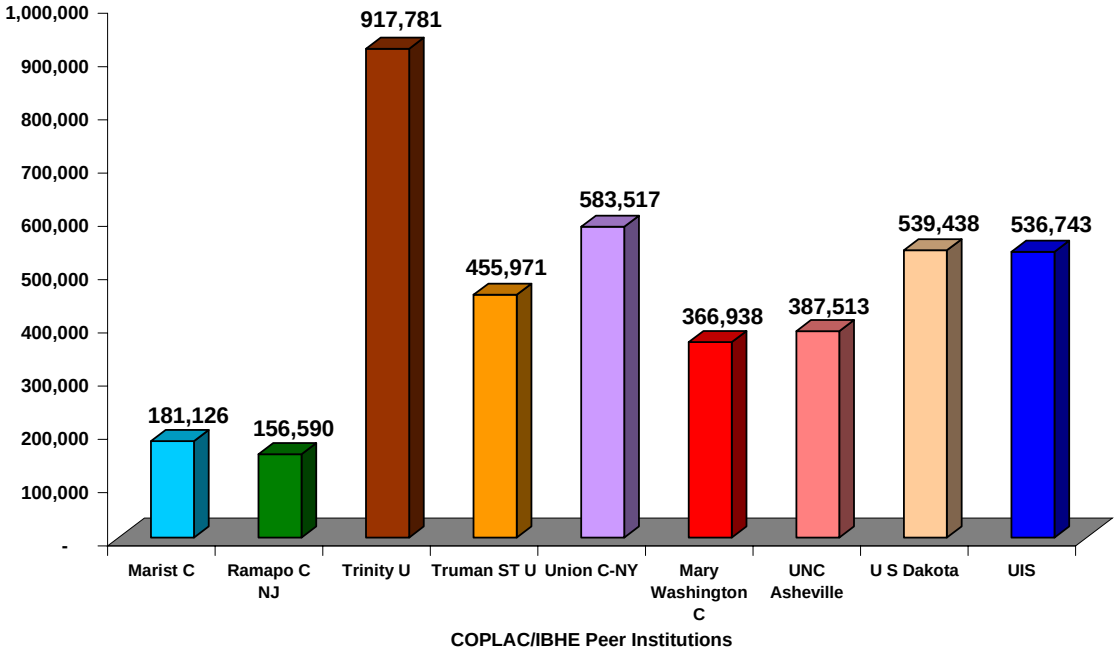
Performance Results

Performance results are included under each thrust as part of the Strategic Goals statements in Section 2.

APPENDIX A

Figure 1

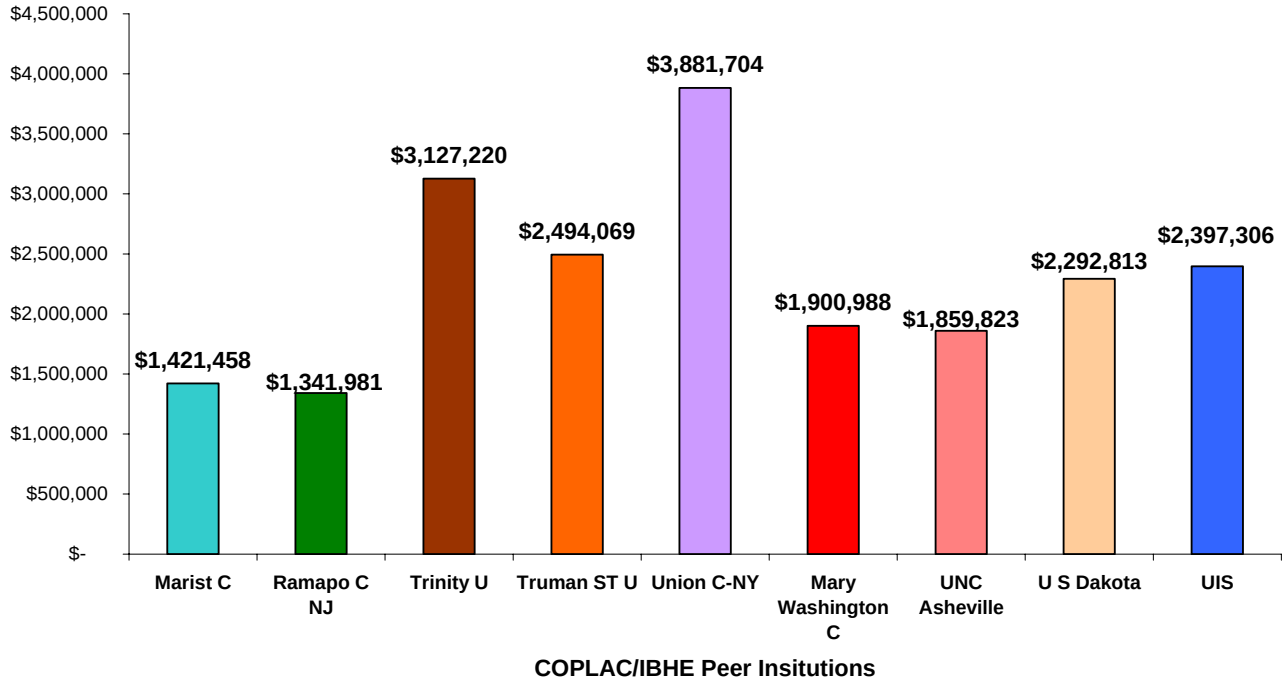
Volumes in Library 2004



APPENDIX A

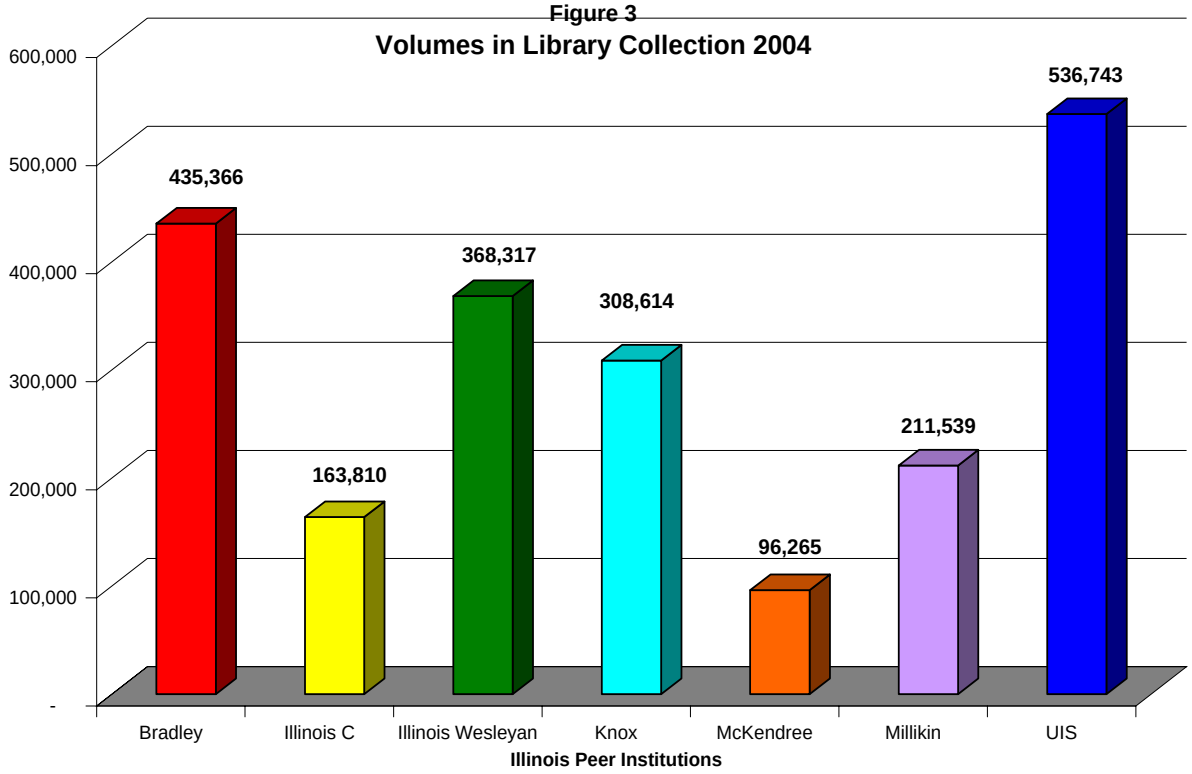
Figure 2

Total Library Expenditures 2004



APPENDIX A

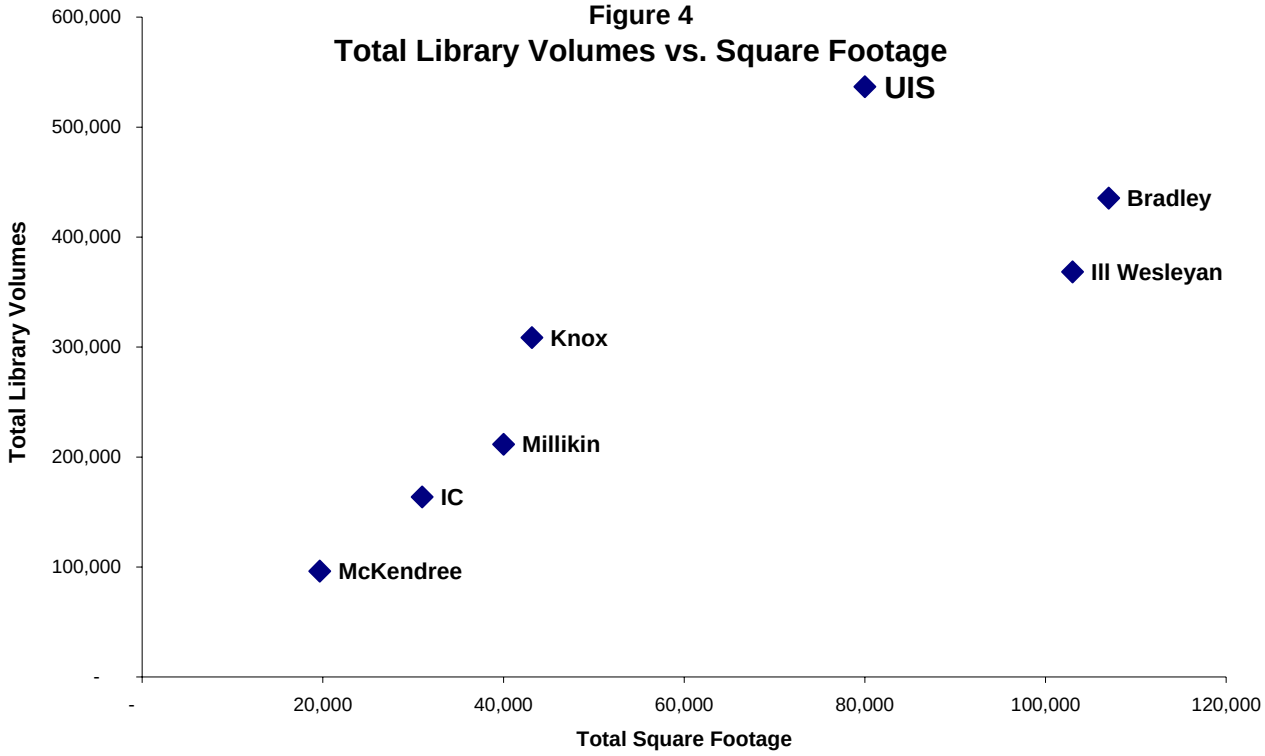
Figure 3



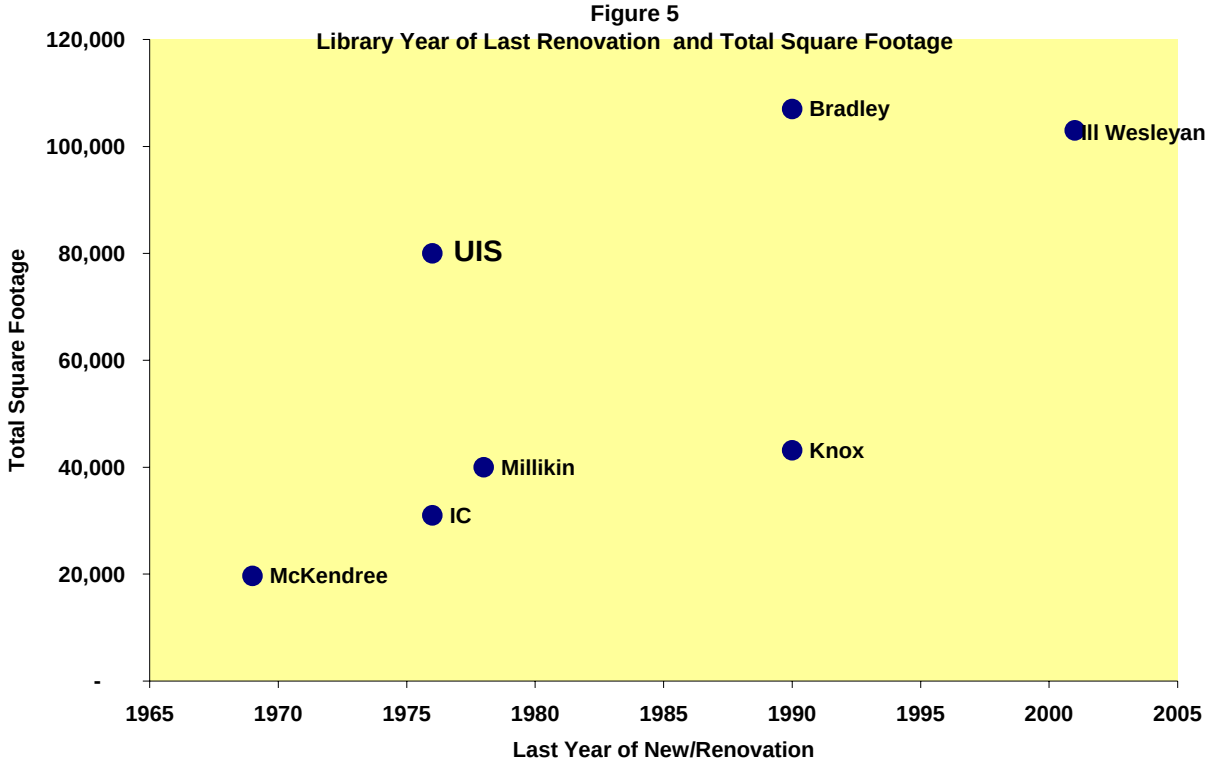
APPENDIX A

Figure 4

Total Library Volumes vs. Square Footage



APPENDIX A
Figure 5
Library Year of Last Renovation and Total Square Footage



Appendix B

ACRL STATISTICS QUESTIONNAIRE, 2003-04

Definitions of statistical categories can be found in NISO Z39.7-2004, Information Services and Use: Metrics and statistics for libraries and information providers—Data Dictionary http://www.niso.org/emetrics/current/index.html.

Volumes in Library. Use the ANSI/NISO Z39.7-2004 definition for **volume** as follows:

> *a single physical unit of any printed, typewritten, handwritten, mimeographed or processed work, distinguished from other units by a separate binding, encasement, portfolio, or other clear distinction, which has been cataloged, classified, and made ready for use, and which is typically the unit used to charge circulation transactions. Either a serial volume is bound, or it comprises the serial issues that would be bound together if the library bound all serials.*

Expenditures. Report all expenditures of funds that come to the library from the regular institutional budget, and from sources such as research grants, special projects, gifts and endowments, and fees for service.

Appendix C

Brookens Library Strategic Planning Team
2006

Kim Armstrong, Instructional Services Librarian
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Marcia Rossi, Administrative Secretary
Pamela Salela, Instructional Services Librarian
Stephen Smith, Director of Bibliographic Services
Jane Treadwell, University Librarian and Dean of Library Instructional Services
Albert Whittenberg, Associate Director of Educational Technology
Tom Wood, University Archivist
Ryan Becker, UIS Student/Library Access Services Student Assistant