Florida A&M University
University Libraries/Academic Affairs

Strategic Plan
2017 – 2022

Rodner Wright, Interim Provost and Vice President for Academic Affairs

Faye Watkins, Dean of University Libraries

Message from Faye Watkins, Dean of University Libraries

The University Libraries truly embraces its mission to support teaching, learning, research for the students, faculty, and staff of Florida Agricultural and Mechanical University. The library provides a complex array of services and resources ranging from information literacy classes, to technology resources, to individual reference assistance. All of these services are provided in order to support the academic success of students, as well as meet faculty expectations for library resources and services. This strategic plan outlines the activities that will enable the University Libraries to meet the University's strategic priorities for the next five years.

While it is a challenge for academic libraries to quantify their return on investment, the return is certainly evidenced by studies, which link the amount of time spent in the library to high academic performance. The value of creating an appropriate study/learning environment, providing access to technology, and ensuring access to study tools, cannot be under-estimated. Providing access to the library for 24/5 hours should no longer be viewed as a simple student request, but instead, should be defined as a necessary support for students' academic success.

The University Libraries is committed to the standard of excellence that defines Florida Agricultural and Mechanical University. This strategic plan challenges the University Libraries to continue the tradition of evolution and transformation that has enabled the growth and development of the University Libraries.

Florida A&M University

Mission Statement

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU's distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University's land-grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community.

Vision Statement

Florida Agricultural and Mechanical University will be recognized as a premier land-grant, doctoral-research university that produces globally competitive graduates.

Core Values

*Scholarship • Excellence • Openness • Fiscal Responsibility •
Accountability • Collaboration • Diversity • Service • Fairness • Courage •
Integrity • Respect • Collegiality • Freedom • Ethics • Shared Governance*

University Libraries/Academic Affairs

Mission Statement

The Mission of the Florida Agricultural & Mechanical University Libraries is to provide a user centered information environment that supports inspirational teaching, the advancement of knowledge, innovative research, meaningful service, and lifelong learning to the local and global University community.

Vision Statement

The Florida Agricultural & Mechanical University Libraries will provide information, technology, resources and services to the academic community whether on campus or across the globe. These services and resources will be provided in a manner that supports engagement with ideas and knowledge, thereby, enabling transformative educational experiences.

Core Values

Accountability, Caring, Collaboration, Collegiality, Courage, Diversity, Ethics, Excellence, Fairness, Fiscal Responsibility, Freedom, Highly Motivated, Innovation, Integrity, Openness, Opportunity, Respect, Reliability, Scholarship, Service, Shared Governance

UNIVERSITY LIBRARIES
Strategic Overview

External Scan

A description of the external environment as it affects the College/School/Division. Highlight current strengths, opportunities, and threats.

The University Libraries is significantly impacted by its external environment in the areas of information resources, and collaborative partnerships. The most significant threat to the library is the rising costs of information resources. The costs of the library's information resources are rising at a rate that ranges from 5% to 10% annually, while the library materials budget has remained the same, and in fact, has been reduced for the past two years. This has forced the library to cancel access to some journal titles as well as electronic databases. This is significant because FAMU is a research institution,

and faculty researchers depend on literature reviews as a foundational element of the research process. The cost of information resources also becomes significant as the University considers adding new degree programs, especially at the graduate level, where the library is expected to provide comprehensive coverage of the discipline. The cost of information resources cannot be controlled by the library, and even consortial bargaining within the libraries of the State University System have not shielded the library from increases in the cost of information resources.

The University Libraries participates in several collaborative partnerships, which directly enhance and support the library's ability to provide resources and services to students. The most impactful partnership is with the Florida Academic Library Services Cooperative (FALSC), whose members include all of the libraries for the public colleges and universities in the state of Florida. FALSC provides access to a shared collection of electronic resources, and operates a library management system, as well as a shared online catalog on behalf of the member libraries. FALSC also operates the statewide UBorrow program, which provides an improved level of service, over traditional interlibrary loan services. Providing access to the above resources and services benefits the FAMU Libraries by ensuring the availability of technology and information resources, above and beyond the resources available from the University. In the current environment, the quantity of information resources provided by FALSC is decreasing each year as a direct result of increases in the prices of information resources, and a flat budget for information resources. Future FALSC initiatives will attempt to address the rising costs of information resources.

FALSC is also embarking on a quest to explore creative solutions to issues, such as textbook affordability, through the development and use of open access course materials. FALSC is hosting an initial exploratory meeting in February 2018 to begin a statewide initiative on this topic, and several of the librarians from FAMU will participate in this event, and future events, with the goal of ensuring that the University Libraries is able to participate in the actual roll out of the future program. This would be especially beneficial to the students of FAMU, if the program can lower the costs of textbooks for students.

The University Libraries is also challenged to stay abreast of best practices in academic libraries, while those best practices are evolving at an ever-increasing rate of change and transformation. For example, the American Library Association adopted a new ACRL Framework for Information Literacy in Higher Education and the FAMU Libraries are implementing that framework into information literacy instruction. As is the case in most academic libraries, the format of information resources is continuing the rapid transformation from print to electronic. The bound journal collection at FAMU has migrated to an almost exclusive electronic format, and this same transformation has been taking place with the print monograph collection as well. Academic libraries are re-imagining their contributions to student learning and faculty research, and setting new expectations for the role of the academic library. The University Libraries is being challenged to effectively use resources, as the role and expectations for the library continue to expand.

Internal Scan

A description of the internal environment as it affects the College/School/Division. Highlight the current strengths, opportunities, and threats. Address recent successes that you will build upon as well as areas that need improvement.

Florida Agricultural & Mechanical University Libraries mission statement reflects an enduring commitment to support teaching, learning, and research. The University Libraries achieves this mission by providing access to library collections, library services, and information resources that adequately and appropriately support the educational, research and public service programs of the University. FAMU Libraries provide a full range of traditional and innovative library services. Students, faculty and staff have access to electronic collections, and online resources 24 hours a day, seven days a week, through the library web page. The library provides in-person access to print collections, technology hardware and software, reference services and other library services during the 135 hours per week that the Samuel H. Coleman Library is open. Additionally, the Library operates the following three branches: The Science Research Library, the Journalism Library, and the Architecture Library.

The University Libraries, following a national trend in academic libraries, has seen a significant increase in usage of the libraries' physical space by students, and a decline in the use of physical collections, such as bound journals. The library has responded to the increase in usage by upgrading the library spaces to include more flexible furniture arrangements, deploying portable white boards as an essential learning tool, and increasing access to the number of circulating laptops. In order to address this issue with a long-term perspective, the Library Assessment Committee produced and approved a Collection Weeding and Space Reclamation Plan. One of the most significant threats to the University Libraries is maintaining the funding, which has supported the implementation of projects, such as the installation of group study rooms, wall mounted boards, and portable boards. There is significant demand for additional group study rooms, and the demand from students for additional study space is increasing as student enrollment increases.

The need for additional study spaces is inextricably linked to the switch from print to electronic information. The allocation for collection space is decreasing in order to provide additional study space for students, who are accessing information on their laptops. It is important to note that most students still prefer coming to the library in order to study, rather than studying in an environment in their dorm rooms, or apartments, where noise, televisions, and other people, are listed as major distractions. The increasing cost of information resources and the cost of journal backfiles presents a very real threat to the library's mission of providing access to information resources. In fact, the number of subscriptions held by the library has been decreasing due to inflationary cost increases and a flat library materials budget. The transition from print to electronic journal titles has forced the University Libraries to purchase high impact

journal backfiles, at a significant cost to the Library. There is still an outstanding need to purchase journal backfiles in the STEM areas. For example, SAGE backfiles have not been purchased, since 2011. There is also a need to purchase newspaper collections to support research in the Humanities and Social Sciences, especially in support of graduate level programs and faculty research. The additional funds required to address the need for information resources is $125,000 per year for the STEM and health fields and an allocation of $40,000 annually for the humanities. Annual purchases for the past decade have resulted in major improvements in the electronic collection of backfiles and electronic books.

The University Libraries is challenged to ensure that students have access to adequate technology hardware and software, in support of their academic learning outcomes. The Libraries have made some advances in increasing access to technology; however, there are still some very significant, and unmet technology needs. Many of the technology expectations for academic libraries are being set by national trends, whereby academic libraries are providing technology enriched environments to support student learning. For many academic libraries, this includes a range of technology including Media: scape tables by Steelcase, circulating laptops, and wall mounted screens. Currently, the Libraries provide limited access to a very small number of students for this technology. The goal is to increase access to technology in that it supports academic success and the achievement of student learning outcomes.

The resource that truly defines an organization and ensures the accomplishment of the organizational mission, is its employees. The University Libraries has only been able to accomplish its goals and objectives because of the contributions and impact of its employees. The University Libraries is facing several staffing challenges. First, three of the professional librarians have retired during the 2017-2018 academic year. Replacing these retirees with highly qualified librarians is critically important. In order to recruit qualified librarians, the University Libraries are challenged to address the lack of salary equity that exists among equivalent librarian positions within the state university system. The University Libraries are also challenged to recruit and retain qualified USPS employees, when the salaries are not meeting the expectations of employees, who have technical certifications, and/or bachelor's degrees. The level of training and experience necessary to perform the high-level work of an academic library requires the Library to provide professional development opportunities and training for both professional librarians and support staff. Maintaining the number of positions is also critically important, in order for the University Libraries to maintain the level of services and service hours, as they currently exist.

The University Libraries face significant challenges and threats in a rapidly evolving and complex information environment. Even as these challenges are recognized, the University Libraries has demonstrated that it has the capacity to meet these challenges, and to demonstrate continuous improvement in meeting the mission of the library and supporting the mission of the University.

Strategic Priority 1 - Exceptional Student Experience

Goal 1.1: Support the learning community through library and information services
> Strategy 1.1.1: Enhance the information literacy program to address the needs of students across disciplines
> Strategy 1.1.2: Assess critical thinking skills of undergraduate students

Goal 1.2: Further improve the student library and information experience
> Strategy 1.2.1: Enhance the library learning environment
> Strategy 1.2.2: Increase access to technology hardware and software to support learning
> Strategy 1.2.3: Increase availability of user spaces

Goal 1.3: Continue assessment of the student library and information experience
> Strategy 1.3.1: Conduct the LibQual survey every three years
> Strategy 1.3.2: Conduct local surveys to assess library services
> Strategy 1.3.3: Provide services to support perceived user need

Goal 1.4: Assess and enhance library resources in support of the university's current degree programs
> Strategy 1.4.1: Stay abreast of curricular changes and new programs

Key Performance Metrics
> Metric 1 Number of students attending an information literacy session
> Metric 2 Number of students who can effectively utilize skills learned during the information literacy session
> Metric 3 LibQual survey results for Library as Place
> Metric 4 Numerical count and type of equipment available to students
> Metric 5 Number of computers/laptops available to the students
> Metric 6 Positive feedback on library resources from site visits
> Metric 7 Documentation of library support for programs

Strategic Priority 2 - Excellent and Renowned Faculty

Goal 2.1: Attract and retain excellent and diverse library faculty and staff
> Strategy 2.1.1: Provide opportunities for faculty to participate in professional development activities
> Strategy 2.1.2: Continue to develop, expand, and enhance the staff development program
> Strategy 2.1.3: Effectively communicate the mission and goals of the library to all library employees

Goal 2.2: Collaborate with teaching faculty to support student engagement with information resources

Strategy 2.2.1: Increase faculty awareness of library resources
Strategy 2.2.2: Increase faculty awareness of the availability of the information literacy classes
Strategy 2.2.3: Enhance the collaboration between the faculty and subject librarians

Goal 2.3: Support teaching and research faculty by providing access to appropriate information resources and library services

Strategy 2.3.1: Provide access to interlibrary loan services and the UBorrow program
Strategy 2.3.2: Support scholarly communication by maintaining an institutional repository
Strategy 2.3.3: Support teaching and learning in an online environment

Key Performance Metrics

Metric 1 Number of occurrences of key interactions between faculty and librarians
Metric 2 Number of times library resources and services are marketed to faculty during the academic year
Metric 3 Number of times library faculty participate in professional development activities
Metric 4 Number of interlibrary loan transactions
Metric 5 Number of resources added to FDRC annually.
Metric 6 Number of course specific LibGuides created annually.

Strategic Priority 3 - High Impact Research, Commercialization, Outreach and Extension Services

Goal 3.1: Develop, enhance, preserve and make accessible appropriate and adequate resources and services in support of high impact research

Strategy 3.1.1: Purchase journal backfiles to support high impact research
Strategy 3.1.2: Sustain access to high impact journals and electronic databases
Strategy 3.1.3: Sustain access to current publications of research level e-books

Goal 3.2: Maintain collaborative relationships in support of Cooperative Extension Services

Strategy 3.2.1: Continue supporting the digital initiatives of the College of Agriculture and Food Sciences
Strategy 3.2.2: Maintain the library's membership in the 1890's Land Grant Association

Key Performance Metrics

Metric 1 Number of journal backfiles acquired
Metric 2 Number of subscription databases sustained in support of the academic program
Metric 3 Number of research level e-books acquired
Metric 4 Usage data for research level e-books
Metric 5 Memberships with appropriate organizations, such the 1890's Land Grant Association Libraries

Strategic Priority 4 - Transformative Alumni, Community and Business Engagement

Goal 4.1: Engage in collaborative relationships with alumni and external partners

Strategy 4.1.1: Engage with alumni to enhance the collection of materials and photographs for the institutional repository

Goal 4.2: Engage in community service to FAMU DRS

Strategy 4.2.1: Support the provision of library services to FAMU DRS
Strategy 4.2.2: Engage in activities and events to build and strengthen the print collection at FAMU DRS

Goal 4.3: Engage in service to community organizations

Strategy 4.3.1: Support student organizations by providing available space as they engage in community service activities
Strategy 4.3.2: Promote awareness of social causes with signage boards and informational signs

Key Performance Metrics

Metric 1 Number of resources added to the institutional repository
Metric 2 Number of resources acquired for FAMU DRS
Metric 3 Number of student organizations supported in their community service activities

Strategic Priority 5 - First-Class Business Infrastructure

Goal 5.1: Enable excellence in the library's business processes and procedures

Strategy 5.1.1: Adhere to University policies and procedures for all business transactions

Goal 5.2: Maintain and enhance core work processes and procedures

Strategy 5.2.1: Review and update Assignment of Responsibility annually
Strategy 5.2.2: Review and update position descriptions every three years,

and/or as needed

Goal 5.3: Enhance accountability of library processes
Strategy 5.3.1: Revise and update policy manuals every three years

Goal 5.4: Recruit and retain excellent and diverse library staff
Strategy 5.4.1: Ensure that new hires have the appropriate educational background and/or work experience to perform defined position responsibilities
Strategy 5.4.2: Ensure that new hires participate in an appropriate library orientation session

Goal 5.5: Restructure the library organization to meet current and future service needs of the University
Strategy 5.5.1: Review current and future trends in academic libraries to determine best practices and appropriate actions for FAMU Libraries
Strategy 5.5.2: Strategically realign staffing to support new library initiatives and priorities

Key Performance Metrics
Metric 1 Number of times staff participate in training opportunities annually
Metric 2 Number of AOR's updated
Metric 3 Number of position descriptions updated
Metric 4 Number of staff meeting held

Strategic Priority 6 - Outstanding Customer Experiences

Goal 6.1: Ensure that staff have the appropriate knowledge and skills to meet customer expectations
Strategy 6.1.1: Provide customer service training on a regular basis
Strategy 6.1.2: Ensure that staff have the skills and knowledge to conduct an effective reference interview
Strategy 6.1.3: Continue to develop and refine staff training to include training on job skills, technology, research, information research, etc.

Goal 6.2: Review and act upon LibQual survey results as resources permit
Strategy 6.2.1: Assess the analysis of the LibQual survey
Strategy 6.2.2: Prioritize projects that respond to areas of unmet expectations

Metric 1 Number of training sessions completed by faculty and staff annually
Metric 2 Customer satisfaction as indicated by user surveys