

**Northeastern State University Libraries  
Strategic Plan  
June, 1 2015**

**NSU Libraries Mission Statement:**

Northeastern State University Libraries support the University's mission, vision, values, and strategic goals by anticipating library information, technology, and service needs through continuous assessment; by providing timely access to needed resources; by responding to changing user needs; and by promoting effective selection and use of information by NSU's diverse communities in support of research, innovation, and learning. The University Libraries strive for excellence in service, instruction, and resource selection and curation. We seek new and better ways of providing supportive learning spaces for students to achieve academic and personal success.

**NSU Libraries Vision Statement:**

The Northeastern State University Libraries are the intellectual crossroads for the NSU community. We promote student success and lifelong learning by acquiring, organizing and making scholarly and cultural resources accessible. We create inspiring spaces for study, collaboration, and discovery. We engage the communities we serve through our diverse collections, services, and staff.

**NSU Libraries Values:**

**Holistic Service:** We value library service that extends beyond provision of sources to include comprehensive support for learning and writing that includes spaces conducive to study; technology that is useful for writing and research; guidance in discovering, selecting, and using sources; and access to services that aid in teaching and learning.

**Welcoming and Supportive Experience:** We enhance the experience of our library patrons through the provision of spaces that are pleasing, comfortable, and inspiring; and through a welcoming, positive ethos among library staff.

**Cultural and Intellectual Preservation:** We value the preservation of culture and ideas through the conservation of artifacts and the preservation of selected content for future use.

**Teaching and Learning:** We value and promote the teaching and learning that takes place among the University's diverse communities.

**Creativity and Innovation:** We value and promote the creative and innovative exploration of our library patrons and the NSU communities.

**Research:** We value and promote the scholarly investigations conducted by NSU faculty and students.

**Freedom and Access of Information:** We value the sharing of, and equal access to content. We encourage the free flow of diverse information and ideas without censorship.

**Precision and Reliability:** We value reliability and precision in information storage and retrieval.

**Continuous Improvement:** We value the continuous improvement and adaptation of library resources and services in order to better serve our patrons.

**Safety:** We value the safety of patrons and staff in our libraries.

**Privacy:** We value the privacy of our patrons in their pursuit of intellectual content and their production of new content within the constraints of acceptable use.

**Integrity:** We model integrity through ethical and intellectual behaviors and practices by advancing honesty, human dignity, and accountability.

## **NSU Libraries Strategic Goals:**

### **1. Advance Information Literacy among students and other library users.**

We promote effective discovery, selection and appropriate use of information through a variety of instructional modalities.

- a. Relationship to NSU Mission/Vision: This goal correlates with the institution's mission to offer a service-oriented, supportive learning environment where students are able to engage in research and scholarly activities. It also addresses setting a standard of excellence by serving the intellectual, and social needs of the University's diverse communities as detailed in the vision statement.
- b. Relationship to NSU Strategic Goal(s): This Library goal supports Strategic Goal 2: *Secure and sustain the resources necessary to maximize the University's capacity for excellence* by engaging in responsible stewardship of its resources, embracing cost containment and cost avoidance practices. This includes a healthy, safe, and environmentally sustainable campus that engages in efficient operations throughout all functional units. It also enhances individual and community health and well-being, positive educational experiences, and environmental stewardship. This Library goal also supports Strategic Goal 3: *Support economic development and community stewardship at the local, tribal and regional levels* by serving as an educational, cultural and social hub that serves to continue to enhance the quality of life in northeast Oklahoma.

Outcome # 1 Obtain subscriptions to comprehensive list of databases recommended by faculty, departments, and colleges.
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Action Steps:
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| <ol style="list-style-type: none"> <li>a. Conduct a faculty survey every other year in order to obtain resource requests, to evaluate the collections, and to provide evidence of need. Provide survey results to Provost whenever a survey is completed.</li> <li>b. Acquire collection analysis service to evaluate collection needs.</li> <li>c. Maintain an annual list of subscription needs produced by RIS Librarians in conversation with the departments and programs they represent.</li> <li>d. Examine database usage annually.</li> <li>e. Eliminate databases that no longer serve the needs of the university.</li> <li>f. Add subscriptions to needed services when funds are available.</li> <li>g. Provide the comprehensive list of needed resources and prices to the Provost during the budgeting process.</li> </ol> |
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Performance Measure(s)
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<p>a. Faculty will rate the collection highly in surveys and the number of new requests will reduce.</p> <p>b. Few electronic resources will go unused.</p>	
Time Frame: Ongoing	Point Person(s) Executive Director of Libraries
Assessment methods: Survey, usage statistics	
<p>Budget Needs: \$103,853 (additional, 2015). This number would reduce to \$89,128 the second year, with ongoing annual commitments that would be subject to steep inflation around 7% and subsequent changes to needed subscriptions. Collection analysis tool would require additional funds.</p>	

<p>Outcome # 2: Integrate new information literacy guidelines from the Association of College and Research Libraries (ACRL) into information literacy instruction.</p>	
<p>Action Steps:</p> <p>a. Library professionals will develop a greater understanding of the ACRL Framework.</p> <p>b. Library professionals will learn how others are integrating use of the ACRL Framework into their teaching.</p> <p>c. Library professionals will facilitate promotion of the ACRL Framework through NSU faculty liaisons and cross campus initiatives.</p> <p>d. Library professionals will implement new techniques and tools into their information literacy instruction.</p> <p>e. Library professionals will evaluate if the new techniques and tools continue to use the most up-to-date best practices of the ACRL Framework.</p>	
<p>Performance Measure(s)</p> <p>a. Library professionals participate in Webinars, virtual conferences and travel to conferences featuring use of the ACRL Framework.</p> <p>b. Library professionals will participate in pilot uses of the ACRL Framework.</p> <p>c. Library professionals implement new information literacy instruction techniques based on the ACRL Framework professional development.</p>	
Time Frame: Ongoing with annual review	Point Person(s): Information Literacy Librarian
<p>Assessment methods:</p> <p>a. Increase the number of ACRL, OK ACRL and ALA conferences attended by library professionals.</p> <p>b. Research &amp; Instruction annual department report includes a list of new information literacy instruction techniques implemented each year.</p> <p>c. Annual reports of library professionals working on information literacy instruction include assessment data collected from information literacy instruction and pilot studies.</p>	
<p>Budget Needs: Additional \$4,000 per year for professional development travel budget</p>	

Outcome # 3: Expand information literacy assessment so that it tracks the effect of information literacy instruction in student success.	
Action Steps: a. Librarian attends ACRL Assessment in Action training. b. Librarian develops Assessment in Action Assessment Project with team. c. Librarian and project team implement assessment. d. Assessment data analyzed and reviewed. e. Presentation of project at conference. f. Develop improved assessment technique based on results. g. Establish annual cycle of information literacy assessment tied to student success.	
Performance Measure(s) a. Completion of pilot assessment measuring University Strategies student learning of information literacy skills and possible correlation to their graduation/retention rates. b. Creation of an assessment tool to be utilized for longitudinal study.	
Time Frame: Ongoing with annual review	Point Person(s): Information Literacy Librarian
Assessment methods: a. Pilot assessment project completed by end fiscal year 2016. b. Assessment implemented every year following.	
Budget Needs: Additional \$4,000 travel money in 2016 for Librarian AIA training and conference presentation.	

## 2. Secure and sustain access to information and cultural resources needed to support NSU's curriculum, research, and cultural engagement.

We curate scholarly and cultural resources in a variety of formats to enhance student success.

- a. Relationship to NSU Mission/Vision: This goal relates to the institution's mission to offer a service-oriented, supportive learning environment where students are able to engage in research and scholarly activities. It also addresses setting a standard of excellence by serving the intellectual needs of the University's diverse communities as detailed in the vision statement.
- b. Relationship to NSU Strategic Goal(s): This Library goal supports Strategic Goal 2: *Secure and sustain the resources necessary to maximize the University's capacity for excellence* by engaging in responsible stewardship of its resources, embracing cost containment and cost avoidance practices. This includes a healthy, safe, and environmentally sustainable campus that engages in efficient operations throughout all functional units. It also enhances individual and community health and well-being, positive educational experiences, and environmental stewardship. This library goal also supports Strategic Goal 4: *Honor our heritage as the cultural center of the region* by providing access to cultural content and artifacts.

Outcome # 1: Add a service point on the first floor of the Broken Arrow library and provide staffing.	
Action Steps: a. Provide designated space and necessary equipment (desk, chair, PC) b. Secure two additional institutional student worker positions to provide staffing	
Performance Measure(s) a. Keep statistical records of service point (simple tallies of reference/circulation, etc. transactions, collected daily) to determine patterns of use and demand	
Time Frame: Operational by the beginning of the fall 2016 semester. Ongoing.	Point Person(s) Broken Arrow Library Director
Assessment methods: Cost-benefit studies can be performed to determine benefits derived by patron's served. Surveys, combined with other measures as numerical counts, observation, and focus groups can be used to conduct comprehensive assessments of service performance and patron needs.	
Budget Needs: Salary to support two institutional workers at 20 hours each per week; phone, PC. \$12,000	

Outcome # 2 Improve access to resources by adding a discovery system that enables library users to seamlessly access all library electronic resources and the library catalog from a single interface.	
Action Steps: a. Secure or identify funds that would support ongoing payments for a discovery system. b. Invite vendors to demonstrate products – three to four systems for comparison c. Create a selection committee with members from R&I, Access Services & Technical Services. d. Create a basic RFP for desired components of discovery system. e. Request for quotes or response to RFP by vendors. f. Compare databases available from various systems, compare searching facets available from various systems, and compare catalog integration from various systems. g. Committee evaluates systems and selects vendor. h. Director of Technical Services or surrogate works with vendor to obtain invoice and initiate system. i. Director of Technical Services or surrogate works with vendor to insure knowledge base is up to date and correct.	
Performance Measure(s) a. Library users can access all electronic library resources from a single interface. b. Usage of non-EBSCO resources increases	

c. Selection of a discovery system that delivers RFP of listed desired functional requirements, including searching, database options, and catalog integration. d. Selection of a discovery system that is affordable.	
Time Frame: Implemented by fall of 2016	Point Person(s) Director of Technical Services
Assessment methods: Usage statistics	
Budget Needs: Systems range in price up to \$25,000 per year.	

Outcome # 4 Secure guaranteed mandatory cost increases each year to match inflation in periodicals and monographs.	
Action Steps: a. Acquisitions Librarian obtains inflation estimates from publishers and vendors. b. Acquisitions Librarian obtains enrollment data from registrar for use in pricing. c. Acquisitions Librarian calculates expected inflation for periodicals, databases, and monographs. d. Acquisitions Librarian relays expected inflation numbers to Executive Director of Libraries e. Executive Director of Libraries submits mandatory cost estimates to the Provost as pre-budget planning begins.	
Performance Measure(s) a. NSU Libraries no longer have to cut subscriptions annually due to inflation.	
Time Frame: annual	Point Person(s) Executive Director of Libraries, Acquisitions Librarian
Assessment methods: budget	
Budget Needs: Calculated annually. Needs are approximately \$50,000 for 2015-16.	

### 3. Provide a holistic space for learning.

Enhance the experience of our library patrons through the provision of spaces that are pleasing, comfortable, and inspiring; and collections and technological resources that nurture creativity and lifelong learning.

- a. Relationship to NSU Mission/Vision: This goal correlates with the institution's mission to offer a service-oriented, supportive learning environment where students are able to engage in research and scholarly activities. It also addresses setting a standard of excellence by serving the intellectual, and social needs of the University's diverse communities as detailed in the vision statement.

- b. Relationship to NSU Strategic Goal(s) This library goal relates to university Strategic Goal 1 *Advance a culture of academic excellence and student success* by providing spaces appropriate for teaching, learning and research, and the preservation of rare, unique and educational materials.

Outcome # 1 Update Library Furniture	
Action Steps: a. Evaluate all furniture in the library b. Decide what can stay and what needs to be removed c. Replace two couches per year for 3 years at a cost of approximately 3500.00/year d. Replace chairs at computer stations in 118A (approximately 30 student chairs and 1 instructor chair) costing 9,000.00 e. Assess furniture needs annually	
Performance Measure(s) a. Ongoing assessment of library furniture b. Student feedback	
Time Frame: ongoing	Point Person(s) Administrative Assistant
Assessment methods: Visual survey, student feedback surveys	
Budget Needs: 9,000.00 To get lab 118A computer station chairs upgraded. 10,500.00 over a 3 year span for couch replacement, ongoing budget support as needed	

Outcome # 2 Create a public service space in JVL that enables collaboration between research services and the Writing Center and tutoring services.	
Action Steps: a. Free-up a space on second floor of John Vaughan Library for Writing Center and Tutoring Services, either by moving bound periodicals out of JVL or by relocating Special Collections to the East Wing. b. Remodel that space to suit the needs of Writing Center and Tutoring Services (Facilities). c. Move Writing Center and Tutoring Services to John Vaughan Library.	
Performance Measure(s) a. Writing Center and Tutoring Services staff will be satisfied with the new space. b. Usage of Writing Center and Tutoring Services will increase. c. Writing Center and Tutoring Services will be able to extend hours.	
Time Frame: By 2017	Point Person(s) Executive Director of Libraries, Writing Center Director, Tutoring Services Director.
Assessment methods: interviews with staff, usage statistics.	
Budget Needs: Largely determined by facilities.	

Outcome # 3 Develop the Muskogee Library space to serve as a health professions library upon the departure of Connors State College from the Muskogee campus.	
Action Steps: a. Outfit the current library space as a reading room and public service center with stacks, computers, and seating, replacing furnishings that leave with Connors. b. Discuss possibilities for study carrels in a quiet zone, analogous to those at OSU Osteopathic, with Dean of Muskogee Campus and Facilities Director. c. Proceed with building and outfitting study carrels if practicable.	
Performance Measure(s) a. Muskogee Library shows significant usage of facilities b. Student surveys show satisfaction with Muskogee Library facilities.	
Time Frame: Dependent on time frame for Connors relocation.	Point Person(s) Executive Director of Libraries, Health Sciences Resource Coordinator.
Assessment methods: Usage statistics, surveys.	
Budget Needs: Furniture and shelving: up to \$25k for reading room. Carrels to be determined by Facilities.	

Outcome # 4 Upgrade Libraries facilities to increase aesthetic appeal and usability.	
Action Steps: a. Finish south and north circulation desks at JVL to match the style of SASC desk. b. Create a room for Assistive Technologies on first floor of JVL. c. Add a public service desk on first floor of Broken Arrow Library and staff it with student assistants (see goal 2 outcome 1). d. Paint the interior of JVL. e. Outfit Muskogee Library with appropriate furniture when Connors library vacates the Muskogee campus (see goal 3 outcome 3). f. Replace broken drinking fountains in JVL. g. Update exterior of JVL	
Performance Measure(s) a. Projects above will be completed.	
Time Frame: by 2018	Point Person(s) Executive Director of Libraries and Broken Arrow Library Director
Assessment methods: project completion	
Budget Needs: Renovations to be completed and budgeted by Facilities.	

Outcome # 5 Preserve valuable learning and cultural collections by updating climate control systems in JVL and the Broken Arrow library so that they are optimized for preserving collections and providing for human comfort. Also, guard against ultraviolet light, pests, mold, acidic materials, and other environmental threats. This also supports Libraries' Goal #5.	
Action Steps: a. Replace current air conditioner with a liquid desiccant system in Broken Arrow. b. Install new technology available that adapts to the current geoloop system and adds additional cooling methods to pull more moisture out the air. c. Provide a liquid desiccant air system for Special Collections and Archives in the east wing of JVL. d. Replace or update primary climate control system for JVL. e. Make every effort to exclude major environmental factors that affect long-term preservation of materials (light, temperature, relative humidity, air pollution and pests) by installing UV filtering options, and update quality HVAC system with quality filters for all vents, furnaces, and air conditioners. f. Purge apocalyptic pest issues by scheduling yearly visits by the exterminator.	
Performance Measure(s) a. Systems will maintain even temperatures at or below 72 degrees Fahrenheit (main collections) or 68 degrees Fahrenheit (Special Collections and Archives). b. Systems will maintain relative humidity between 35 and 45 percent. c. Systems will produce energy savings for the university. d. Systems will reduce mold outbreaks in Broken Arrow and in University Archives. e. Extermination measures successfully eradicate pests.	
Time Frame: By 2017	Point Person(s) Executive Director of Libraries, Broken Arrow Library Director.
Assessment methods: Staff will use dataloggers and hygrometers to track climate in NSU Libraries. Library staff will track mold blooms in Broken Arrow and in University Archives.	
Budget Needs: Determined by facilities. For reference, the liquid desiccant system for the east wing has been estimated at \$165,000.	

Outcome #6 Create café/kiosk in JVL library operated by Sodexo	
Action Steps: a. Begin discussion with provost about placement of café/kiosk. b. Invite Sodexo to begin a profitable service in the JVL c. Allocate space for kiosk	
Performance Measure(s) a. User head counts b. Qualitative assessment of patron satisfaction	
Time Frame: Spring 2016	Point Person(s) Executive Director of Libraries, Administrative Assistant
Assessment methods: Head counts and patron feedback	

Budget Needs: Startup costs
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Outcome # 7 Develop stimulating community-wide programming such as author readings/talks, book discussions, and live performances to encourage creativity, foster engagement, and provide new perspectives in learning.	
Action Steps: a. Explore sources for grants and submit proposals that support innovative programs b. Establish/maintain connections with area scholars and authors by collaborating with faculty, connecting with various literary parties, partnering with area educational institutions, and by engaging in outreach initiatives with the respective communities c. Plan lectures/programs that connect the NSU community with local, regional, national, and international scholars and authors d. Market programs using Communications/PR department, etc. that serve as outreach initiatives for connecting with the community e. Facilitate programs f. Report on/present at area conferences/seminars to generate further opportunities for collaboration	
Performance Measure(s) a. Ongoing assessment of programs - systematically gather, analyze and interpret data and feedback to determine success/community interest b. Participant/audience feedback	
Time Frame: ongoing	Point Person(s) Executive Director of Libraries, Broken Arrow Library Director
Assessment methods: Both quantitative and qualitative - Attendance statistics, Audience feedback surveys	
Budget Needs: Varies: External funding through public, private, and federal grants; university funding through internal grants and fellowships; ongoing library budget support as needed	

#### 4. Provide holistic services.

Enhance research and learning through a wide range of services including providing access to resources and instruction through research assistance, access to technology, maintenance of the collections, and cooperative resource sharing.

- a. Relationship to NSU Mission/Vision: This goal correlates with the institution's mission to offer a service-oriented, supportive learning environment where students are able to engage in research and scholarly activities. It also addresses setting a standard of excellence by serving the intellectual, and social needs of the University's diverse communities as detailed in the vision statement.
- b. Relationship to NSU Strategic Goal(s) This library goal relates to university Strategic Goal 1 *Advance a culture of academic excellence and student success*. By providing a range of services to ensure student academic growth and success, and to support faculty research and innovation.

Outcome # 1 Provide services appropriate to a health science library to support the health sciences program in Muskogee.	
Action Steps: a. Hire a new Health Sciences Librarian to be stationed in Muskogee, to supervise that library and provide resource coordination in Health Sciences. Separate Health Science duties from the Optometry Librarian in Tahlequah. b. Hire a full-time technician to ensure adequate public service coverage and collection management on site, in cooperation with the existing part-time technician. c. Ascertain the extent of programs that will be supported by Muskogee Library. Specifically, find out whether NSU Libraries must provide resources for students in their intern year. d. Significantly bolster resource spending in health sciences according to requirements determined by step c.	
Performance Measure(s) a. Health Sciences programs are accredited without expressed concern about resources. b. Muskogee Library shows significant usage of Health Sciences resources. c. Faculty surveys show satisfaction with Muskogee collections.	
Time Frame: Dependent on time frame for Connors relocation.	Point Person(s) Executive Director of Libraries, Health Sciences Resource Coordinator.
Assessment methods: Usage statistics, surveys, accreditation feedback.	
Budget Needs: Personnel: approximately \$65,000 base salaries additional. Resources are dependent on program needs and inflation. Could easily exceed \$50,000, due to high expense in health disciplines.	

Outcome # 3a Collaborate with Writing Center and Tutoring Services to integrate public service for academic support.
Action Steps: a. Initiate referrals between Writing Center, Tutoring Services, Research and Instructional Services, and Student Academic Success Center.

<p>b. Initiate cross communication between RIS and Writing Center staff about available resources and needed resources.</p> <p>c. Initiate collaboration in the generation of electronic tutorials.</p> <p>d. Expand Writing Center, Tutoring, and RIS hours into the evening if practical. Eliminate duplicate tutors in JVL.</p> <p>e. Explore ways to integrate and correlate writing, tutoring, and information literacy assessment.</p>	
<p>Performance Measure(s)</p> <p>a. Students helped by a combination of Writing Center and Research and Instructional Services will show improvement in both writing and information literacy, if such data can be obtained and correlated.</p> <p>b. Writing Center, Tutoring Services, and Research and Instructional Services will all show an increase in use resulting from referrals within John Vaughan Library.</p>	
<p>Time Frame: By 2018. Dependent on completion of Goal 3, Outcome 2 by 2017.</p>	<p>Point Person(s) Head of Research and Instructional Services, Writing Center Director, Tutoring Services Director, SACS Director.</p>
<p>Assessment methods: usage statistics, learning outcomes measures TBD.</p>	
<p>Budget Needs: additional budget is only incurred if service hours are expanded.</p>	

<p>Outcome # 3b Writing and researching are highly interrelated processes and the goals and responsibilities of writing center staff and librarians are complementary. Enhance research and learning opportunities through collaborative partnerships with both TCC and NSUBA English Faculty and NSUBA Writing Center staff for richer bibliographic instruction sessions for Composition courses, etc.</p>	
<p>Action Steps:</p> <p>a. Examine case studies where collaboration between writing center and libraries have taken place.</p> <p>b. Contact TCC and NSU faculty and NSUBA Writing Center to explore the current state of the relationship between the writing center and the library through explorative survey, and create partnerships based on results.</p> <p>c. Meet with faculty at beginning of each semester; and Writing Center staff on a monthly basis to strategize/plan.</p> <p>d. Incorporate variety of instructional methods (Cephalonian Method) for a more engaging/interactive sessions and create collaborative assignments.</p>	
<p>Performance Measure(s)</p> <p>a. Create surveys that examine attitudes, perceptions, and behaviors of students for teachers to incorporate into LMS.</p> <p>b. Work with Writing Center staff to measure/track student improvements over the semester through pre- and post- surveys.</p>	

Time Frame: Operational by the beginning of the spring semester 2016; ongoing	Point Person(s) Broken Arrow Library Director, Information Services Librarian.
Assessment methods: Cost-benefit studies can be performed to determine benefits derived by patron's served. Surveys (pre- and post-) using deliberative sampling method, combined with other measures as numerical counts, observation, and focus groups can be used to conduct comprehensive assessments of service performance and patron needs.	
Budget Needs: No additional budget needs required beyond minimal purchase of assessment tools such as index cards, survey instrument, etc. Performed by current staff.	

Outcome # 4 Improve Building Security	
Action Steps: a. Add security cameras on second floor (2x) and third floor (2x). Add security cameras in East Wing (2x). Add security camera at south entrance. b. Add locking doors for Special Collections and Archives (East Wing) See Goal 5, Outcome 1. c. Add alarm system for Special Collections and Archives (East Wing). d. Add "panic buttons" at North and South circulation desks that notify campus police. e. Update JVL emergency procedures.	
Performance Measure(s) a. Reduction in theft of electronics and other items. b. Reduction in response time of campus police.	
Time Frame: by 2017	Point Person(s) Executive Director of Libraries, Director of Public Safety.
Assessment methods: campus crime statistics	
Budget Needs: to be determined in conversation with Director of Public Safety.	

### **5. Preserve and promote the region's unique cultural heritage.**

Curate, maintain, and provide access to special and archival collections that highlight the unique history of NSU, the region, and the state in order to support learning and research, and to enhance the university's status as a cultural center of the region.

- a. Relationship to NSU Mission/Vision: This goal correlates with the institution's mission to offer a service-oriented, supportive learning environment where students are able to engage in research and scholarly activities. It also addresses setting a standard of excellence by serving the intellectual, and social needs of the University's diverse communities as detailed in the vision statement.

- b. Relationship to NSU Strategic Goal(s) This library goal relates to university Strategic Goal 4 *Honor our heritage as the cultural center of the region* by providing content and artifacts related to the region's unique heritage and culture. It also supports Strategic Goal 1 *Advance a culture of academic excellence and student success* by providing material useful for research.

Outcome #1 Renovate the East Wing to accommodate Special Collections in order to enhance preservation conditions and create efficiency between Special Collections and University Archives	
Action Steps:	
<ul style="list-style-type: none"> <li>a. Create a wall separating the East Wing corridor from Auditorium 162, just north of the entrance to Room 159.</li> <li>b. Remove the interior walls from 154, 155, and 157. Remodel the new open area.</li> <li>c. Replace existing lighting in the East Wing with LED lighting, including in University Archives.</li> <li>d. Move shelving into the new open area to accommodate Special Collections.</li> <li>e. Build a locking door in the corridor next to the reception 152 and south of the entrance to the testing room.</li> <li>f. Remodel the testing room across from room 152 to accommodate materials in the cage.</li> <li>g. Bring microform cabinets from Special Collections into room 159.</li> <li>h. Black out the high windows currently in rooms 154, 155, and 157.</li> <li>i. Consolidate Special and Archival collections in the newly-created area.</li> <li>j. Outfit entry area as a public reading and use area.</li> </ul>	
Performance Measure(s)	
<ul style="list-style-type: none"> <li>a. Special collections receive greatly reduced natural light and fluorescent light.</li> <li>b. Archives collections receive reduced fluorescent light.</li> <li>c. Special collections experience more stable conditions in terms of temperature and relative humidity.</li> <li>d. Special Collections and University Archives begin to function as a single department and collections become integrated appropriately.</li> </ul>	
Time Frame: By 2017	Point Person(s) Executive Director of Libraries, Head of Special Collections and Archives.
Assessment methods: dataloggers to measure climate, evaluation of materials conditions.	
Budget Needs: \$352,500 estimated by facilities (2014).	

Outcome # 2 Begin digitizing appropriate collections to improve preservation and accessibility of materials.	
Action Steps: <ul style="list-style-type: none"> <li>a. Identify collections with scholarly significance and cultural interest for virtual exhibits.</li> <li>b. Upgrade contentDM or acquire an analogous platform to host digital collections.</li> <li>c. Update digitization equipment.</li> <li>d. Secure additional training for all relevant staff members.</li> <li>e. Research best practice methods for embedding data for online data base.</li> <li>f. Scan selected materials.</li> <li>g. Arrange virtual spaces to facilitate research and interests.</li> <li>h. Publish and publicize virtual exhibits.</li> <li>i. Maintain and update virtual exhibits as needed.</li> </ul>	
Performance Measure(s) <ul style="list-style-type: none"> <li>a. Rare and special collections become available online.</li> <li>b. Online collections receive use by scholars and other interested persons.</li> </ul>	
Time Frame: ongoing	Point Person(s) University Archivist , Archives Assistant
a. Assessment methods: Usage statistics and user feedback.	
Budget Needs:	

Outcome # 3 Achieve item level bibliographic control of archives collections.	
Action Steps: <ul style="list-style-type: none"> <li>a. Develop and implement approved Archives Collection policy.</li> <li>b. Develop plan to prioritize processing archives collections with achievable timelines.</li> <li>c. Purchase archival supplies and materials towards task.</li> <li>d. Establish yearly evaluation system.</li> </ul>	
Performance Measure(s) <ul style="list-style-type: none"> <li>a. Implementation of Archives Collection Policy.</li> <li>b. Implementation of collections processing system.</li> </ul>	

c. Short retrieval time for archival materials.	
Time Frame: Ongoing	Point Person(s) University Archivist
a. Assessment methods: Documented utilization of material by patrons. b. Yearly assessment	
Budget Needs:	

Outcome #4: Provide a central artistic opportunity and location to share the Arts with the university, and local and global community. This also supports Libraries' Goal # 3.	
Action Steps: a. Designate and create a gallery space on the second floor of the John Vaughan Library– which will serve as an artistic outreach, as well a centrally located university art gallery. b. Network and collaborate with the Oklahoma Arts Council to model the gallery after the Oklahoma Arts Council gallery program used at the Oklahoma State Capital. c. Develop a working policy for artistic displays. d. The gallery will additionally support the arts by being available for viewing on the NSU website to the global community. e. The gallery will be advertised with support of the Oklahoma Arts Council (They have already said they would help if we choose to create a program.) and Oklahoma Tourism department.	
Performance Measure(s) a. The gallery will showcase Native Oklahoman's from across the state 4 times per year. b. The gallery will showcase NSU student and alumni work 4 times per year. c. The gallery will showcase university and local historical artifacts 3 times per year.	
Time Frame: Ongoing with annual review	Point Person(s): Executive Director of University Libraries, Libraries Assistant Director, University Archivist
Assessment methods: a. Keep an account of how many visitors come to the gallery. b. Annually survey artists and patrons. c. Review the survey and gallery policy annually to fine tune the program.	
Budget Needs: Supplies and promotions only. One time cost of \$18,000.00 for proper lighting and hanging hardware, as well as appropriate display material.	

## 6. Ensure effectiveness through continuous improvement.

Continuously gather data about library collections, services, and patron needs and use it to evaluate and improve collections and services.

- a. Relationship to NSU Mission/Vision: This goal correlates with the institution's mission to offer a service-oriented, supportive learning environment where students are able to engage in research and scholarly activities. It also addresses setting a standard of excellence by serving the intellectual, and social needs of the University's diverse communities as detailed in the vision statement.
- b. Relationship to NSU Strategic Goal(s) This library goal relates to university Strategic Goal 6 *Ensure institutional effectiveness through continuous improvement* by improving library data collection and analysis in support of data driven decision making.

Outcome # 1 Establish uniform procedures for data reporting and storage.	
Action Steps: a. Create a digital storage area for library data. b. Move to digital data collection format. c. Standardize data collection forms and practices between libraries.	
Performance Measure(s) a. Data becomes accessible to all library staff. b. Data collected uniformly between all campuses.	
Time Frame: July 1 2016	Point Person(s) Systems Services Librarian
Assessment methods: Usable data.	
Budget Needs:	

Outcome # 2 Move toward long term analysis of trends.	
Action Steps: a. Periodic review of trends by Library Leadership Team. b. Use emerging trend information to make data driven decisions. c. Review effects of decisions for improvement.	
Performance Measure(s) a. Decisions correspond to analysis of the data.	
Time Frame: Ongoing	Point Person(s) Executive Director of Libraries, Library Leadership Team
Assessment methods: Multiple	

Budget Needs:
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### 7. Advocate for libraries and the library profession.

Highlight the important roles of libraries in education and in maintaining a democratic society. Advocate for continued support for libraries and the library profession within the university and in the broader culture.

- a. Relationship to NSU Mission/Vision: This goal correlates with the institution's mission to offer a service-oriented, supportive learning environment where students are able to engage in research and scholarly activities. It also addresses setting a standard of excellence by serving the intellectual, and social needs of the University's diverse communities as detailed in the vision statement.
- b. Relationship to NSU Strategic Goal(s) This library goal relates to university Strategic Goal 2 *Secure and sustain the resources necessary to maximize the University's capacity for excellence* by emphasizing the libraries' role as a resource necessary to study and learning for all disciplines.

Outcome # 1 Improve library marketing and public relations	
Action Steps:	
<ol style="list-style-type: none"> <li>a. Reform library Marketing/PR Committee.</li> <li>b. Research library Marketing/PR plans.</li> <li>c. Create and implement actionable marketing/PR plan.</li> <li>d. Evaluate library social media policies.</li> <li>e. Increase library presence at campus activities.</li> </ol>	
Performance Measure(s)	
<ol style="list-style-type: none"> <li>a. Usage increases</li> <li>b. Attendance at events</li> </ol>	
Time Frame: Ongoing	Point Person(s) PR Committee Chair
Assessment methods: Campus survey,	
Budget Needs: 5,000 annually	