

# NDSU Libraries Strategic Plan 2022-2024

December 2021

Earlier this year, NDSU launched its [Strategic Plan for 2021-2026](#). As the next step in the strategic planning process, in September 2021 all colleges were asked to align their current strategic plans with NDSU's new plan by the end of fall semester; the Provost asked that the Libraries follow the same timeline. In order to keep the Libraries' strategic planning schedule in alignment with NDSU's, we chose to do two successive 3-year plans.

Our new strategic plan includes updated mission and vision statements and the goal categories listed in the *NDSU Strategic Plan 2021-2026*:

- [Diversity, Inclusivity and Respect](#)
- [Student Success and Achievement](#)
- [Research and Creative Activity](#)
- [Education, Extension and Outreach](#)
- [Resource Planning and Development](#)

Over the course of fall semester, working groups from our Library Management Council drafted new mission and vision statements and goals, subgoals, and action items for each category, then identified champions, implementation plans, and assessment methods for each action item. In order to give all Libraries staff the opportunity to have input into the new strategic plan, department heads were asked to meet with their staff once the first draft was completed. The draft of the strategic plan was then discussed at our November all-staff meeting; further input from the Libraries' staff was gathered via a Qualtrics survey and incorporated into the final draft in December. The Libraries will implement its *Strategic Plan 2022-2024* in January 2022.

## MISSION AND VISION FOR NDSU LIBRARIES

### MISSION:

We enrich teaching, learning, and research to advance innovation and academic excellence.

### VISION:

To create a culture of access and innovation that enhances the student experience and supports the university's land-grant mission.

NDSU

LIBRARIES

## GOAL: DIVERSITY, INCLUSIVITY, AND RESPECT

Create and maintain an open and collegial environment to promote inclusivity and diversity as a cornerstone of education, research, and outreach.

**SUB-GOAL 1:** Continuously improve the Libraries' physical and virtual spaces and services for students, faculty, staff, and all stakeholders, with a focus on underrepresented groups on campus.

### ACTION ITEMS:

1. Facilitate professional development opportunities related to cultural competency, anti-racism, and issues of equity and justice that include content about the unique experiences of diverse students on campus.
  - **Assessment method:** Review program records and attendance; performance reviews.
    - *Data source: Libraries employees*
  - **Implementation plan:**
    - **Years 1-3:** Continue providing lunchtime programming for Libraries staff and recruit NDSU student groups or researchers to join an all-staff meeting in fall and spring semesters to share experiences and research about the student experience at NDSU.
      - *Champions: Equity, Diversity, and Inclusion Committee, Libraries Administration*
    - **Years 1-3:** Encourage and facilitate Libraries staff support of campus EDI events and programming.
      - *Champions: Equity, Diversity, and Inclusion Committee, Libraries Administration, Supervisors*
    - **Years 2-3:** Encourage Libraries staff to create at least one EDI related goal among annual performance goals.
      - *Champions: Supervisors, Libraries Administration*
2. Evaluate and adjust library spaces to ensure that they are inclusive and accessible.
  - **Assessment method:** Review usage feedback from students (e.g. flipchart or white board questions, etc.).
    - *Data source: students that use these spaces*
  - **Implementation plan:**
    - **Year 1:** Recruit and conduct focus groups with various student populations to understand their needs, wants, and ideas about how to make the Libraries inclusive and equitable.
      - *Champions: Equity, Diversity, and Inclusion Committee, Libraries Administration, Access Services*
    - **Years 2-3:** Continue semester focus groups and begin analyzing information to discover changes to services and spaces recommended by students.
      - *Champions: Equity, Diversity, and Inclusion Committee, Libraries Administration*

**SUB-GOAL 2:** Design and implement additional programming, instruction, outreach opportunities, and policies that uphold inclusivity, diversity, respect, and connection.

## ACTION ITEMS:

1. Actively seek campus and community partners to collaborate on developing student-centered programming, events, and exhibits that reflect the diversity of the campus community.
  - **Assessment method:** meetings; review program and exhibit records and attendance.
    - *Data source: NDSU and community stakeholders*
  - **Implementation plan:**
    - **Years 1-3:** Identify and collaborate with university offices and organizations on student-centered programming, events, or exhibits.
      - *Champions: Equity, Diversity, and Inclusion Committee, Exhibits Committee, Marketing and Programs Coordinator*
2. Maintain and support the Libraries' Equity, Diversity, and Inclusion Committee.
  - **Assessment method:** Committee records and activity reports
    - *Data source: Committee members; external stakeholders*
  - **Implementation plan:**
    - **Years 1-3:** Recruit student representation for committee membership.
      - *Champions: Libraries Administration, Equity, Diversity, and Inclusion Committee*
3. Review Libraries policies and materials for alignment with principles of equity, diversity, and inclusion.
  - **Assessment method:** review documentation of library policies, position descriptions, and official communications.
    - *Data source: Equity, Diversity, and Inclusion Committee, ad hoc committee members*
  - **Implementation plan:**
    - **Year 1:** Explore best practices for inclusive language and policies and develop a guide for Libraries' internal use.
      - *Champion: Equity, Diversity, and Inclusion Committee*
    - **Years 1-3:** Analyze NDSU Libraries policies, position descriptions and job postings language and flag for review any that could diverge with EDI goals.
      - *Champions: Equity, Diversity, and Inclusion Committee, Libraries Administration, Department Heads*
    - **Years 2-3:** Form an ad hoc committee to review NDSU Libraries website, marketing, and other materials for inclusive language.
      - *Champions: Equity, Diversity, and Inclusion Committee, Libraries Administration, Systems, Marketing and Programs Coordinator*

## GOAL: STUDENT SUCCESS AND ACHIEVEMENT

Provide transformational experiences for students from diverse backgrounds through high-quality education and opportunities for personal and professional development.

**SUB-GOAL 1:** Improve our students' academic success with outcome-based, experiential learning opportunities.

#### **ACTION ITEM:**

1. Encourage and provide active and experiential learning opportunities for students through employment, internships, and graduate assistantships.
  - **Assessment method:** performance reviews, exit interviews.
    - *Data source: student employees, graduate assistants, interns*
  - **Implementation plan:**
    - **Year 1:** Research new strategies and potential partnerships for experiential learning opportunities.
      - *Champions: Library Management Council, student supervisors, Libraries Administration*
    - **Years 2-3:** Expand on existing experiential learning opportunities within the Libraries.
      - *Champions: Library Management Council, student supervisors, Libraries Administration*

**SUB-GOAL 2:** Provide students opportunities for personal and professional development to support their life and career goals.

#### **ACTION ITEM:**

1. Integrate career development opportunities for students within employment, internships, and graduate assistantships.
  - **Assessment method:** performance reviews, exit interviews.
    - *Data source: student employees, graduate assistants, interns*
  - **Implementation plan:**
    - **Years 1-3:** Foster student employee development by emphasizing professional work habits; create project plans that emphasize decision-making and critical thinking skills.
      - *Champions: student supervisors*

**SUB-GOAL 3:** Foster a supportive environment focused on all students' well-being.

#### **ACTION ITEMS:**

1. Enhance referral and support capacity of the Libraries' staff for campus mental health services and disability services.
  - **Assessment method:** track training opportunities.
    - *Data source: Libraries employees*
  - **Implementation plan:**
    - **Years 1-3:** Explore and implement training opportunities for all Libraries staff members related to campus mental health services and disability services.
      - *Champions: Libraries Administration, Library Management Council*
2. Create spaces dedicated to students' well-being such as meditation, prayer, or sensory rooms.
  - **Assessment method:** obtain usage feedback from students (e.g. flipchart or white board questions, etc.).
    - *Data source: students that use these spaces*
  - **Implementation plan:**

- **Year 1:** Develop an assessment plan to determine student needs for such spaces in the Libraries.
  - *Champions: Assessment Committee, Library Management Council, Libraries Administration*
- **Years 2-3:** Use data gathered to prioritize creating such spaces.
  - *Champion: Libraries Administration*

## GOAL: RESEARCH AND CREATIVE ACTIVITY

Advance NDSU's stature as a nationally and internationally recognized research university, engage in transformative research and creative activity, and increase the quality and quantity of scholarly activities to generate new insights and knowledge that will benefit the state and address central challenges of our global future.

**SUB-GOAL 1:** Increase the Libraries' commitment to support sustainable research growth.

### ACTION ITEM:

1. Identify areas of sustainable research growth to provide the necessary Libraries services and resources.
  - **Assessment method:** surveys, interviews, meetings.
    - *Data source: Office of Research and Creative Activity, colleges*
  - **Implementation plan:**
    - **Year 1:** Evaluate existing Libraries services and resources to determine degree of support for areas of sustainable research growth.
      - *Champions: Subject librarians, Special Collections, Emerging Technologies Coordinator, Systems*
    - **Year 2-3:** Determine priorities for expanding and aligning Libraries services and resources to better support these areas.
      - *Champions: Libraries Administration, Library Management Council, subject librarians, Special Collections, Emerging Technologies Coordinator, Systems*

**SUB-GOAL 2:** Integrate and strengthen support for Research and Creative Activity.

### ACTION ITEM:

1. Evaluate current support within the Libraries for Research and Creative Activity and create a framework to support key areas.
  - **Assessment method:** review documentation of certifications, continuing education, and hiring plan for coverage of expertise gaps.
    - *Data source: annual reviews, position descriptions*
  - **Implementation plan:**
    - **Year 1:**
      - Evaluate current staffing and workloads to determine gaps in expertise.
      - Investigate appropriate certifications and continuing education for librarians, archivists, and other staff members as applicable.

- *Champions: Libraries Administration, Library Management Council*
- **Years 2-3:**
  - Provide support for certifications and continuing education for librarians, archivists, and other staff members as applicable.
  - Establish a hiring plan to expand Libraries staff expertise.
    - *Champions: Libraries Administration, Library Management Council*

**SUB-GOAL 3:** Support and ensure high-quality research education for postdoctoral fellows, graduate, and undergraduate students.

**ACTION ITEM:**

1. Provide workshops, instruction, and training in support of research activities.
  - **Assessment method:** surveys, interviews, meetings.
    - *Data source: workshops, instruction, and training session attendees; colleges, subject librarians*
  - **Implementation plan:**
    - **Years 1-3:**
      - Provide workshops, instruction, and training in support of research activities.
      - Assess campus needs to determine alignment of ongoing and future offerings.
        - *Champions: Subject librarians, Special Collections, Emerging Technologies Coordinator*

**GOAL: EDUCATION, EXTENSION, AND OUTREACH**

Provide innovative, student-centered education and conduct transformative research that impacts the state through meaningful outreach.

**SUB-GOAL 1:** Increase the use of innovative, student-centered, and inclusive instructional methods and delivery options.

**ACTION ITEMS:**

1. Support and encourage the use of innovative teaching methods.
  - **Assessment method:** formative and summative classroom assessments, feedback from faculty, students, and peers.
    - *Data source: Faculty, students, liaison librarians*
  - **Implementation plan:**
    - **Year 1:** Assess and revise lesson plans and activities focusing on General Education classes.
      - *Champions: Head, Research and Instruction, instruction librarians*
    - **Years 2-3:** Develop a community of practice around the peer-review of instruction sessions and hold meetings every semester to debrief peer-review findings.
      - *Champion: Head, Research and Instruction*

2. Provide professional development opportunities for liaison librarians to learn new and innovative teaching methods and pedagogies.
  - **Assessment method:** Count the number of librarians sent to conferences.
    - *Data source: Libraries Administration*
  - **Implementation plan:**
    - **Years 1-3:** Allocate funds to send librarians to LOEX or other similar conferences as a cohort or individually.
      - *Champions: Libraries Administration, Head, Research and Instruction*
    - **Years 1-3:** Work with the Office of Teaching and Learning to develop ongoing training and support for librarians in pedagogy and lesson planning.
      - *Champions: Head, Research and Instruction*

**SUB-GOAL 2:** Expand and strengthen technology-rich services in the Libraries to support education, research, and outreach.

**ACTION ITEMS:**

1. Increase support for digital scholarship and technology for research and creative activities.
  - **Assessment method:** Count the number of workshops added; renovations and relocations completed.
    - *Data source: Instruction statistics; Libraries Administration*
  - **Implementation plan:**
    - **Year 1:**
      - Develop workshops that support digital scholarship activities, including GIS, data management, and other topics as needed.
        - *Champions: liaison librarians, Special Collections*
      - Relocate VR labs, complete renovation of Digital Fabrication Lab and podcasting/multimedia studio.
        - *Champions: Libraries Administration, Systems, Emerging Technologies Coordinator, liaison librarians*
    - **Years 2-3:**
      - Continue to expand and refine workshop offerings.
      - Evaluate labs and studios to determine potential expansion.
        - *Champions: Libraries Administration, Systems, Emerging Technologies Coordinator, liaison librarians, Special Collections*

**SUB-GOAL 3:** Broaden partnerships within and outside NDSU to address the educational, cultural, and information needs of North Dakota and the region.

**ACTION ITEMS:**

1. Improve access for and services to Extension and outreach programs.
  - **Assessment method:** surveys.
    - *Data source: Extension staff, researchers, and faculty*
  - **Implementation plan:**

- **Year 1:** Repeat survey of Extension information needs, visit research stations' field days.
    - *Champions: Agricultural Sciences Librarian, Head, Research and Instruction*
  - **Years 2-3:** Develop and implement services and resource delivery models based on results of surveys and field station research.
    - *Champions: Agricultural Sciences Librarian, Head, Research and Instruction, Libraries Administration*
2. Continue to cultivate local, regional, and national partnerships.
- **Assessment method:** Count number of partnerships.
    - *Data source: Libraries Administration, Library Management Council*
  - **Implementation plan:**
    - **Year 1:** Review and evaluate existing local, regional, and national partnerships.
      - *Champions: Libraries Administration, Library Management Council, liaison librarians, Special Collections*
    - **Years 2-3:** Explore and enter into new local, regional, and national partnerships.
      - *Champions: Libraries Administration, Library Management Council, liaison librarians, Special Collections*

**SUB-GOAL 4:** Increase public awareness of unique resources and provide access to research and resources to benefit North Dakota and the region.

**ACTION ITEMS:**

1. Engage in outreach and scholarly activities related to collections unique to NDSU Libraries.
  - **Assessment method:** analyze the quantity and quality of our outreach and scholarly activities.
    - *Data source: The Libraries' outreach and scholarly activities*
  - **Implementation plan:**
    - **Year 1:** Evaluate current outreach and scholarly activities to determine efficacy and alignment with the Libraries' mission.
      - *Champions: Libraries Administration, Special Collections, Marketing and Programs Coordinator, Library Management Council*
    - **Years 2-3:** Develop and implement a plan for outreach and scholarly activities based on Year 1 evaluation.
      - *Champions: Libraries Administration, Special Collections, Marketing and Programs Coordinator, Library Management Council*
2. Assess our Special Collections to ensure they reflect the history and diversity of NDSU, the Red River Valley, and the state.
  - **Assessment method:** diversity audit.
    - *Data source: Institute for Regional Studies Archive Collection, University Archives, Germans from Russia Heritage Collection*
  - **Implementation plan:**
    - **Year 1:** Conduct a diversity audit of our Special Collections (Institute for Regional Studies Archive Collection, University Archives, Germans from Russia Heritage Collection).
      - *Champions: Special Collections, Libraries Administration*



- **Year 1:** Complete an assessment of public spaces in all Libraries' facilities.
    - *Champions: Assessment Committee, Libraries Administration, Access Services*
  - **Years 2-3:** Use data gathered to prioritize renovations to public spaces.
    - *Champions: Libraries Administration, Library Management Council*
- 3. Develop and implement an annual budget model based on outcomes that are well-defined and transparent.
  - **Assessment method:** Review inflation rates on annual resource expenditures and changes to continuing resources; review market value for staff positions.
    - *Data source: Vendors, publishers, NDSU Human Resources*
  - **Implementation plan:**
    - **Year 1:** Research budget models and define outcomes, including budgeting for major expenditures and donations with associated stewardship costs.
    - **Year 2-3:** Implement a new budget model.
      - *Champions: Libraries Administration, Library Management Council*
- 4. Develop and implement a plan for major projects and initiatives that will be funded outside of our annual budget.
  - **Assessment method:** Review past projects and initiatives and funding sources.
    - *Data source: Libraries Administration, Library Management Council*
  - **Implementation plan:**
    - **Years 1-3:** Conduct ongoing assessment of potential future projects and initiatives for the Libraries.
      - *Champions: Libraries Administration, Library Management Council*

**SUB-GOAL 2:** Develop and implement a Libraries-wide strategy for technology, data, and resource access that improves student education and experiences and enhances research capabilities.

**ACTION ITEMS:**

1. Develop and implement a plan for managing and anticipating our digital storage needs.
  - **Assessment method:** Annual inventory of digital assets and storage.
    - *Data source: Systems*
  - **Implementation plan:**
    - **Year 1:**
      - Assess current digital assets and storage needs.
      - Project future digital assets, storage needs, consolidation, and prioritization.
      - Liaise with ITS regarding digital storage policies and planning.
        - *Champions: Systems, Special Collections, Libraries Administration*
    - **Year 2-3:** Develop policies and workflows for managing digital assets and digitization projects, incorporating projections and data trends related to past storage requirements.
      - *Champions: Systems, Special Collections, Libraries Administration*
2. Provide access to research and research data through web services to improve the student experience and ensure perpetual access to NDSU's research output.
  - **Assessment method:** Review deposit and usage statistics (IR, ProQuest, etc.).

- *Data source: NDSU Repository, ProQuest, other platforms as applicable*
  - **Implementation plan:**
    - **Year 1:** Partner with ITS and RCA to evaluate past proposals or create a new proposal for campus-wide research data management
      - *Champions: Libraries Administration, Systems, Resource Acquisition, Management and Discovery*
    - **Years 2-3:** Implement the new campus-wide research data management plan.
      - *Champions: Libraries Administration, Systems, Resource Acquisition, Management and Discovery*
- 3. Increase access to archival resources from our Special Collections.
  - **Assessment method:** Review usage and processing statistics.
    - *Data source: Special Collections user and processing statistics, Digital Horizons/NDSU Repository usage statistics, website usage statistics, Alma usage statistics*
  - **Implementation plan:**
    - **Year 1:** Assess tangible and digital holdings to determine degree of accessibility.
      - *Champions: Special Collections, Libraries Administration*
    - **Years 2-3:** Work to increase access to Special Collections holdings, including processing backlogs and digitizing select items or collections.
      - *Champions: Special Collections, Libraries Administration, Resource Acquisition, Management and Discovery, Systems*
- 4. Provide ongoing professional development training in digital technology and research methods for students, faculty, and staff.
  - **Assessment method:** review documentation of certifications, continuing education, and expertise gaps.
    - *Data source: annual reviews, position descriptions*
  - **Implementation plan:**
    - **Year 1:**
      - Evaluate current staffing to determine gaps in expertise.
      - Assess current professional development training offerings.
        - *Champions: Liaison librarians, Special Collections, Digital Fabrication Lab, Data Visualization Lab*
    - **Years 2-3:** Develop and offer additional professional development training offerings based on Year 1 evaluation and assessment.
      - *Champions: Liaison librarians, Special Collections, Digital Fabrication Lab, Data Visualization Lab*

**SUB-GOAL 3:** Develop and implement a fundraising strategy for the Libraries.

**ACTION ITEMS:**

1. Develop a working relationship with the NDSU Foundation.
  - **Assessment method:** annual review.
    - *Data source: Libraries Administration*
  - **Implementation plan:**

- **Year 1:**
    - Identify who the Libraries works with at the Foundation.
  - **Years 2-3:**
    - Create a Development Officer position for the Libraries.
      - *Champion: Libraries Administration*
- 2. Continue to grow and develop Friends of the Libraries.
  - **Assessment method:** annual review of Friends of the Libraries.
    - *Data source: Libraries Administration*
  - **Implementation plan:**
    - **Years 1-3:**
      - Evaluate and update membership levels and benefits.
      - Plan and host annual Friends-sponsored events.
      - Create and implement a plan to expand Friends of the Libraries.
        - *Champions: Development Committee, Libraries Administration*