

NDSU Libraries
Strategic Plan Draft FY19 – FY23**
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Students are the focus of our services, spaces, and resources

Goal #1: Assess and improve services and spaces for all users to accommodate and support our students' diverse needs

Strategy	Action Steps	Metric	Responsibility
A. Develop systematic methods of feedback and assessment to optimize NDSU Libraries policies, programs, services, technology, and search and discovery tools for students	<ol style="list-style-type: none"> 1. Create service point surveys to obtain campus community feedback on circulation, reference, interlibrary loan, 3D printing, as well as services at the University Archives, Institute for Regional Studies, and the Germans from Russia Heritage Collection 2. Obtain Tableau software from Institutional Research 3. Work with Office of Institutional Research and Analysis to obtain the data from the annual Student Experiences in the Research University survey data set 4. Use information to build patron persona profiles 5. Target personas to participate in focus groups to discuss NDSU Libraries policies, programs, services, technology, website, and search and discovery tools biannually 6. Develop space assessment measures to analyze how students use the Libraries 7. Establish a committee to review data and report information to Libraries Management Council 8. Review NDSU Libraries policies, services, technology, and search and discovery tools annually based on service point surveys 	<ol style="list-style-type: none"> 1. Surveys created by May 2019 2. Tableau software license purchased by August 2019 3. Student Experiences in the Research University survey data set obtained by December 2019 4. Persona profiles developed by May 2020 5. <ol style="list-style-type: none"> a. Personas used to create targeted focus groups by December 2020 b. Focus groups conducted by May 2021 6. Space assessment measures established by August 2020 7. <ol style="list-style-type: none"> a. Committee established by January 2020 b. Committee makes recommendations to Libraries Management Council by August 2020 8. Updated as needed annually beginning spring semester 2021 	<ol style="list-style-type: none"> 1. Libraries Management Council 2. Library Administration & Dept Software Contact 3. Library Administration 4. Head of Access Services 5. Head of Access Services, Marketing and Programs Coordinator 6. Head of Access Services, Branch Library Managers 7. Libraries Management Council 8. Libraries Management Council
B. Focus on outreach of library services and resources to students	<ol style="list-style-type: none"> 1. Incorporate student focused-outreach into position descriptions of NDSU Libraries employees 2. Incorporate student focused-outreach into values statement 3. Provide Harwood Institute Public Innovators Lab 2.5 day intensive training to assist staff in turning outward and becoming stewards of public knowledge and convening and leading productive and insightful community conversations 	<ol style="list-style-type: none"> 1. 100% of position descriptions include student focused-outreach by June 2019 2. Values statement re-written to reflect importance of student focus by June 2020 3. Participation in Harwood Institute Public Innovators Lab offered to 100% of staff by August 2021 4. <ol style="list-style-type: none"> a. Student advisory board created by May 2022 b. Students recruited to serve on the advisory board by May 2022 	<ol style="list-style-type: none"> 1. Library Administration 2. Library Administration 3. Library Administration 4. <ol style="list-style-type: none"> a. Libraries Management Council b. Student employees; Marketing and Programs Coordinator

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	4. a. Establish student advisory board to act as liaisons between student body and NDSU Libraries b. Recruit students to serve on board		
C. Identify existing and future social spaces and services that create a welcoming and inclusive community for NDSU students	1. Conduct listening sessions with key student user groups (i.e. graduate students, international students, undergraduate students, commuter students, downtown students, student employees, etc.) to discuss possible social spaces and services 2. Meet with student organizations such as Residence Hall Association, Student Senate, and Graduate Student Senate to discuss possible social spaces and services 3. Review Association of College and Research Libraries (ACRL) peer institutions services and spaces for models of social spaces and services	1. User feedback obtained by December 2021 2. User feedback obtained from student organization by May 2022 a. Met with 25% of student organizations by May 2020 b. Met with 100% of student organizations by May 2022 3. ACRL peer institutions services and spaces reviewed by December 2021 a. Summary report completed by May 2022	1. Head of Access Services, Branch Library Managers 2. Head of Access Services, Branch Library Managers 3. Head of Access Services, Branch Library Managers
Goal #2: Provide meaningful student employment and internship opportunities that intentionally maximize individual student growth, development, retention, engagement, and learning			
Strategy	Action Steps	Metric	Responsibility
A. Empower student employees and interns to learn and demonstrate leadership and teamwork skills within the Libraries through new work opportunities	1. Work with NDSU Foundation and Alumni Association to secure endowments for student employment 2. Create Student Leadership roles in the student employee structure 3. Develop pilot peer to peer reference program proposal to include funding, job descriptions, and program model 4. Expand Special Collections, Archives, and Emerging Technologies student employment opportunities	1. Funding for student employment increased by 30% by June 2022 2. Student leadership roles created by August 2020 3. a. Proposal for peer reference program developed by May 2019 b. Pilot program implemented by August 2021 4. Two student employment positions added per annum beginning May 2019	1. Library Administration, NDSU Foundation and Alumni Association, Library Development Council 2. Student employee supervisors, Administration 3. Head of Research and Instruction, Administration 4. Head of Archives, Director of Germans from Russia Heritage Collection, Library Administration

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<p>B. Increase opportunities for experiential learning opportunities that will allow students to gain marketable skills through student employment positions and internships</p>	<ol style="list-style-type: none"> Evaluate student position job titles, duties, and onboarding procedures for clarity of responsibilities, expectations, and meaningful work experiences Align student evaluation measures to student responsibilities and desirable outcomes Develop a student staff development plan for each department and the Libraries as a whole Internship Committee will meet quarterly to explore internship opportunities with academic departments across campus <ol style="list-style-type: none"> Library Management Council will develop training and resources for student employee supervisors Provide training and resources for student employee supervisors to develop continuous assessment measures of student employees 	<ol style="list-style-type: none"> Position job titles, duties, and onboarding procedures reviewed by May 2019 Base evaluation measures developed by January 2019 <ol style="list-style-type: none"> Student staff development plan developed by June 2020 Student staff development plan implemented by August 2020 One internship position added per annum by Internship committee beginning May 2019 Training and resources implemented by December 2019 	<ol style="list-style-type: none"> Student employee supervisors, Library Administration Student employee supervisors, Library Administration Student employee supervisors, Library Administration Internship Committee Library Management Council, Staff Development Committee
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Partnerships cultivate relationships with individuals, departments, organizations, and businesses to advocate for and invest in mutual interests

Goal #1 - Develop funding resources through partnerships

Strategy	Action Steps	Metric	Responsibility
<p>A. Cultivate closer ties with the NDSU Foundation and Alumni Association</p>	<ol style="list-style-type: none"> Libraries Management Council discusses and establishes an internal Libraries committee focusing on fundraising, potential donors, and working with the NDSU Foundation (Libraries Development Committee, LDC) Libraries Development Committee meets with NDSU Foundation and discusses options to hire a Development Officer for the Libraries and reports options to Libraries Management Council Libraries Development Committee identifies champions (Libraries advocates) from NDSU Foundation Libraries Development Committee meets to discuss how to communicate relevant library wish list items to College Development officers Libraries Development Committee explores consistent meeting options with NDSU Foundation Establish library student ambassador program 	<ol style="list-style-type: none"> Committee developed by January 2019 Libraries Development Committee reports options discussed with NDSU Foundation by May 2020 Champions identified by May 2019 Plan established by August 2019 Meeting plan established by August 2019 <ol style="list-style-type: none"> Libraries Development Committee meets with college ambassadors by January 2021 Student workers identified by October 2021 Students trained by November 2021 Libraries promoted at NDSU Foundation event by May 2022 NDSU Libraries presents to NDSU Foundation annually 	<ol style="list-style-type: none"> Libraries Management Council Libraries Development Committee, Libraries Administration Libraries Development Committee Libraries Development Committee Libraries Development Committee Libraries Development Committee, student worker supervisors, student ambassadors Libraries Development Committee

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	<ul style="list-style-type: none"> a. Libraries Development Committee meets with other college ambassadors about their programs b. Student supervisors identify student workers for program c. Libraries Development Committee works with student supervisors to train students into the program d. Library ambassadors promote Libraries at NDSU Foundation events <p>7. Libraries Development Committee invites NDSU Foundation trustees to NDSU Libraries to present about what the library is doing</p>		
<p>B. Establish and promote naming opportunities</p>	<ul style="list-style-type: none"> 1. Match library initiatives with naming opportunities <ul style="list-style-type: none"> a. Libraries Management Council identifies spaces for naming opportunities, creates list, and reviews annually b. Libraries Development Committee meets with NDSU Foundation about naming policies 2. LMC annually updates list of endowment opportunities 3. Develop a donor recognition plan <ul style="list-style-type: none"> a. Libraries Development Committee meets with NDSU Foundation about donor recognition and creates a list of options b. Libraries Development Committee presents donor recognition options to Libraries Management Council c. Libraries Management Council selects donor recognition options d. Libraries Development Committee reviews previous donors and recognizes them in accordance with the new policies 	<ul style="list-style-type: none"> 1. a. Spaces identified for naming opportunities, list created by June 2020 and reviewed annually b. Met with NDSU Foundation by October 2020 2. List updated annually by September, starting 2019 3. a. List created by January 2022 b. Libraries Development Committee presents by March 2022 c. Selection made by May 2022 d. Donor recognition option implemented by December 2022 	<ul style="list-style-type: none"> 1. a. Libraries Management Council b. Libraries Development Committee 2. Libraries Management Council 3. a. Libraries Development Committee b. Libraries Development Committee c. Libraries Management Council 4. Libraries Development Committee
<p>C. Cultivate and develop relationships with potential donors</p>	<ul style="list-style-type: none"> 1. Librarians update and maintain wish list to pique donors' interests (spaces, projects, resources, equipment, positions, etc.) 2. Libraries Development Committee establishes plan for cultivating relationships with donors 	<ul style="list-style-type: none"> 1. Wish list updated annually by September beginning 2019 2. Plan implemented by January 2021 	<ul style="list-style-type: none"> 1. Librarians 2. Libraries Development Committee

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	<ul style="list-style-type: none"> a. Research best practices for building relationships with donors b. Meet with NDSU Foundation to identify donors c. Create and implement plan for developing relationships with donors 		
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Goal #2 - Seek out new relationships while collaborating with existing partners

Strategy	Action Steps	Metric	Responsibility
<p>A. Develop and strengthen collaborations across campus with academic departments and campus support services</p>	<ol style="list-style-type: none"> 1. Integrate subject librarians' work and expertise into colleges/departments <ul style="list-style-type: none"> a. Librarians research which initiative(s) they want to market/try and/or continue for the academic year (office hours, research collaboration, literature reviews for grants, event attendance, OERS, book delivery, and other ideas) after the spring semester b. Librarians discuss ideas for collaborating with college/department annually at a June Reference and Instruction meeting c. Librarians decide which initiative(s) they want to market/try and/or continue for the academic year by end of June d. Librarians create a plan for initiative(s) (who to contact, when to contact them, marketing, metrics for evaluation as relevant, etc.) by mid-July annually and contact Marketing & Programs Coordinator about marketing materials requests e. Librarians implement plan beginning of fall semester f. Librarians revise plan as needed, write a news story for marketing as relevant, and discuss outcomes at a Reference & Instruction meeting at the end of each fall semester 2. Head of Research and Instruction establishes a Libraries data working group (DWG) to evaluate options to manage numeric and spatial data 	<ol style="list-style-type: none"> 1. a & b. Librarians report on ideas for collaborations at June Reference & Instruction meeting annually starting 2019 <ul style="list-style-type: none"> c. Initiative(s) selected by June annually d. Plan created by July annually e. Plan implemented annually by September f. News story sent to Marketing & Programs Coordinator by December annually and outcomes discussed at December Reference & Instruction meeting annually 2. Data working group established by January 2019 3. a. Promotion implemented by January 2020 <ul style="list-style-type: none"> b. Promoted annually at college/dept. meetings c. Plan created and implemented by May 2019 4. Met by May 2020 5. Met by May 2019 6. Met by May 2020 7. Met by May 2019 	<ol style="list-style-type: none"> 1. Librarians 2. Head of Research and Instruction, Libraries data working group 3. a. Libraries data working group <ul style="list-style-type: none"> b. Liaison Librarians c. Liaison Librarians, Marketing and Programs Coordinator 4. Head, Research & Instruction 5. Head, Research & Instruction 6. Head, Research & Instruction 7. Library Administration

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	<ul style="list-style-type: none">a. Libraries data working group researches what other libraries are doing with data on campusb. Libraries data working group meets with NDSU IR staff to explore Libraries capacity for data managementc. Libraries data working group explores potential partnerships for campus data management, such as CCAST <p>3. Promote how librarians can help faculty and staff with research</p> <ul style="list-style-type: none">a. Libraries data working group promotes Libraries services for helping researchers using datasets at college/dept. meetings, one-on-one meetings and using marketing materialsb. Liaison librarians promote to faculty and staff how they can help with research at college/dept. meetingsc. Librarians create plan to submit regular news for website about Librarians research work with faculty and staff at a reference and instruction meeting <p>4. Meet with the Technology Learning and Media Center on how to collaborate on instructional technology and workshops</p> <ul style="list-style-type: none">a. Set up a tour of TLMC for librarians followed by a meeting to discuss how we can refer people to one other for technology needs, additional technologies we would like, and collaboration opportunities related to themb. Set up a meeting to discuss workshops TLMC currently offers and whether there are additional workshops that they could offer. Consider opportunities for collaborating on workshops, such as offering joint workshops or advertising one another's workshops <p>5. Meet with Center for Writers to discuss incorporating information literacy and research skills into their work and writing workshops</p>		
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	<ol style="list-style-type: none"> 6. Meet with University Honors Program to develop personal librarian services with them 7. Meet with Disability Services on how to improve library services and access for people with disabilities 		
<p>B. Develop and strengthen external partnerships</p>	<ol style="list-style-type: none"> 1. Develop a volunteer program <ol style="list-style-type: none"> a. Meet with NDSU Archives and GRHC staff b. Review other docent (volunteer) programs for guidelines and procedures, including the Fargo Public Library 2. Explore partnership opportunities with the public history department for the National History Day Program <ol style="list-style-type: none"> a. Establish committee to investigate ideas including Social Sciences Librarian, Government Information Librarian, NDSU Archives and GRHC staff b. Meet with Dr. Ashley Baggett to discuss how NDSU Libraries can partner with the public history department for North Dakota History Day c. Implement plan for National History Day based on meeting outcomes d. Assess implementation and revise plan for the following year 3. Further site investigation for locations in the Father C. William Sherman photograph collection in partnership with the GRHC, the public history program, the Center for Heritage Renewal, the NDSU architecture department, local and county historical societies, and the Main Street Initiative <ol style="list-style-type: none"> a. Establish committee to explore and discuss the idea of a traveling and/or virtual exhibit b. Investigate grant application with the North Dakota Humanities Council c. Committee decides on NDHC grant application for traveling and/or virtual exhibit 4. Continue developing partnerships with regional institutions, such as Tri-College 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. NDSU Archives and GRHC staff met by October 2019 b. Guidelines developed by February 2020. c. Volunteer program established by May 2020 2. <ol style="list-style-type: none"> a. Committee established by October 2018 b. Meeting completed by November 2018 c. Plan implemented for April 2019 National History Day d. Assessment completed by August annually, starting 2019 3. <ol style="list-style-type: none"> a. Established committee by October 2018 b. Investigated grant with ND Humanities Council by December 2018 c. Applied for grant with ND Humanities Council and NDSU Foundation’s library grant to match it by February 2019 4. <ol style="list-style-type: none"> a. Tri-College conference held annually b. Working groups met at least twice a year starting fall 2020 c.(i) Discussion held by September 2020 c.(ii) Library administrator(s) contacted by January 2021 	<ol style="list-style-type: none"> 1. GRHC, NDSU Archives, Library Administration 2. GRHC, NDSU Archives, Government Information Librarian, Social Sciences Librarian 3. GRHC 4. <ol style="list-style-type: none"> a. Tri-College conference library liaison, Libraries Administration b. Libraries Management Council subgroup c. Libraries Management Council, Library Administration

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	<ul style="list-style-type: none"> a. Continue efforts to jointly plan half-day Tri-College conference annually b. Create regular working groups with Tri-College partners in areas such as instruction, access services, etc. <ul style="list-style-type: none"> I. At Libraries Management Council, identify working groups to establish II. Assign responsibility for establishing working groups III. Assigned contacts reach out to Tri-College partners to set up working group meetings IV. Working groups meet and discuss issues, innovations, and collaboration opportunities c. Explore meeting annually with other regional institutions to share ideas and developments, such as the University of North Dakota <ul style="list-style-type: none"> I. Libraries Management Council discusses whether to meet as part of a previously scheduled event or separately, how often would be helpful to meet, and who should be involved (all library staff, librarians, library administration?) II. Library Administration contacts the Chester Fritz Library Dean to discuss ideas and other regional library administrators as relevant 		
<p>C. Develop and strengthen partnerships that align with the land grant mission</p>	<ul style="list-style-type: none"> 1. Develop and implement plan for providing library services to NDSU Extension & Experiment Stations based on Spring 2018 survey data <ul style="list-style-type: none"> a. Meet with NDSU Extension Service leads to discuss survey results and ideas for providing library services b. Develop a plan for implementing library services c. Implement plan d. Continue visits to NDSU Extension & Experiment Station sites 2. Work with 4-H under NDSU Extension to help develop and/or strengthen their programs 	<ul style="list-style-type: none"> 1. <ul style="list-style-type: none"> a. Meeting held by December 2018 b. Plan developed by May 2019 c. Plan implemented by August 2019 d. Annual site visits completed to at least three extension or experiment station sites, starting January 2019 2. <ul style="list-style-type: none"> a. Discuss possibilities with 4H by March 2019 b. Idea(s) selected by August 2019 c. Idea(s) implemented by January 2020 d. Assessment completed by October 2020 3. Liaison librarians connect with organizations on annual basis, starting May 2022 	<ul style="list-style-type: none"> 1. Agricultural Sciences Librarian, Head of Access Services 2. Agricultural Sciences Librarian, Head of Access Services, GRHC, Archives 3. Library liaisons, Marketing and Programs Coordinator

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	<ul style="list-style-type: none"> a. Meet with 4H to discuss opportunities for collaboration b. Select an opportunity or opportunities to pursue c. Implement idea(s) d. Assess implementation <p>3. Work with area community organizations to promote library resources</p> <ul style="list-style-type: none"> a. Create list of potential organizations and research who is willing to participate b. Assign liaison librarians to willing organizations c. Document created to include questions to ask, potential opportunities, etc. 		
D. Establish a Library Advisory Council composed of internal and external stakeholders	<ul style="list-style-type: none"> 1. Libraries Management Council meets and explores what other institutions are doing and develops a charge for the Library Advisory Council 2. Libraries Management Council recruits key stakeholders to serve on the Library Advisory Council 3. Libraries Management Council establishes a meeting schedule for the Library Advisory Council and Dean of Libraries convenes the group 	<ul style="list-style-type: none"> 1. Develop charge for LAC by January 2020 2. Key stakeholders recruited by May 2020 3. Kickoff meeting by September 2020 	<ul style="list-style-type: none"> 1. Library Administration, Libraries Management Council 2. Libraries Management Council 3. Library Administration

Goal #3: Showcase how partnerships with NDSU Libraries can benefit students, research, and the land grant mission

Strategy	Action Steps	Metric	Responsibility
A. Partner with existing NDSU campus and local media to include NDSU Libraries	<ul style="list-style-type: none"> 1. Coordinate with Admissions' orientation program to promote NDSU Libraries <ul style="list-style-type: none"> a. Marketing and Programs Coordinator annually review handout for student orientation handouts each spring b. Marketing and Programs Coordinator works with other library staff to put on student focused event each year during Welcome Week in August to increase awareness of Libraries resources and services c. Review and update Libraries tour information for guides annually with Admissions Office. Provide necessary feedback to Admissions Office if applies 	<ul style="list-style-type: none"> 1. <ul style="list-style-type: none"> a. Handout submitted to student success programs annually in May b. Welcome week event details submitted to student success services to include in app annually in June c. Tour guide information updated annually 2. Report created to identify marketing opportunities by January 2020 3. Report created to identify marketing opportunities by January 2020 	<ul style="list-style-type: none"> 1. <ul style="list-style-type: none"> a. Marketing and Programs Coordinator b. Marketing and Programs Coordinator, other Libraries staff c. Head of Access Services, Head of Research and Instruction 2. Marketing and Programs Coordinator 3. Library Administration, Marketing and Programs Coordinator

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	<ol style="list-style-type: none"> 2. Investigate marketing opportunities with partners such as alumni publications, University Relations, and NDSU Extension to disseminate information about NDSU Libraries and summarize opportunities in report 3. Dean of Libraries contacts NDSU Foundation and Alumni Association to explore opportunities for showcasing NDSU Libraries at their events and summarize in report 		
<p>B. Showcase success stories and how NDSU Libraries benefits students, research, and the land grant mission through NDSU Libraries website, social media, and other formats</p>	<ol style="list-style-type: none"> 1. Create and implement schedule for highlighting how librarians are working with research on campus (RCA, data management, researchers, etc.) 2. Social Sciences Librarian and Marketing and Programs Coordinator schedule a meeting with the Chair of Department of Communications to discuss student collaboration (internships, class projects, etc.) 3. Create and distribute annual library magazine that highlights NDSU Libraries vision and growth 	<ol style="list-style-type: none"> 1. Content displayed on website and other marketing platforms once per semester beginning fall semester 2019 2. Meet with department chair by January 2020 3. Magazine published every fall beginning 2018 	<ol style="list-style-type: none"> 1. Librarians, Marketing and Programs Coordinator 2. Marketing & Programs Coordinator, Social Sciences Librarian 3. Marketing & Programs Coordinator and Libraries staff

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Academic success is supported through instruction, consultations, and tech-rich spaces

Goal #1 - Enhance the Libraries' support for research capacity and information literacy for students, faculty and staff

Strategy	Action Steps	Metric	Responsibility
A. Introduce scaffolded information literacy to the general education program and across the disciplines	<ol style="list-style-type: none"> 1. Meet with the Office of the Registrar in December 2018 to identify high enrollment general education courses <ol style="list-style-type: none"> a. Subject librarians reach out to their top three high enrollment courses in their subject areas during spring semester 2019 b. Subject librarians work with faculty to map IL skills/needs in their department by summer 2019 2. Meet with relevant departments/chairs/curriculum committees to discuss including information literacy to implement in curriculum by fall semester 2019 <ol style="list-style-type: none"> a. In conjunction with faculty develop measures for assessing the IL program in their department fall semester 2020 3. Establish IL plans with 1-2 programs in each college within 5 years 4. Secure funds to hire two additional subject librarians 	<ol style="list-style-type: none"> 1. One mapping completed by subject librarians in their respective subject areas by FY 2020 2. <ol style="list-style-type: none"> a. Instruction implemented by subject librarians in one unit for FY 2020 b. Effectiveness of IL instruction assessed c. Subject librarians implemented instruction in a second unit for FY 2021 3. IL programs implemented by subject librarians in at least two of their respective subject areas departments by 2022 4. <ol style="list-style-type: none"> a. Funds established for one subject librarian position in FY 2020 b. Funds established for another subject librarian position in FY 2021 	<ol style="list-style-type: none"> 1. Head, Research and Instruction, subject librarians 2. Head, Research and instruction Librarian, subject librarians 3. Subject librarians 4. Library Administration
B. Expand the development and delivery of innovative, new research and instructional services for graduate and undergraduate students	<ol style="list-style-type: none"> 1. Meet with Graduate Council, Graduate Student Council, and Dean of Graduate Studies to identify opportunities for providing better support and service to graduate students <ol style="list-style-type: none"> a. Subject librarians initiate contact with graduate program coordinators and selected advisors by end of spring semester 2019 2. Engage with Graduate Student Council about graduate student information needs <ol style="list-style-type: none"> a. Distribute annual survey to graduate students by the end of fall semester 2018 and identify actionable items b. Establish a permanent seat on the Graduate Student Council for the NDSU Libraries 3. Work with Graduate School leadership to identify opportunities to connect with incoming students 4. Establish an undergraduate research journal. 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Subject librarians met with 25% of their graduate program coordinators and selected advisors by fall semester 2020 b. Subject librarians meet with 100% of their graduate program coordinators and selected advisors by fall semester 2022 2. <ol style="list-style-type: none"> a. Head of Research and Instruction heads development of programming in response to the actionable items identified by the survey by fall semester 2020 b. Formal request submitted for a seat on the Graduate Student Council by fall semester 2019 3. Head of Research and Instruction and appropriate subject librarians will have reached out to 20% of the Graduate School leadership to establish plans with each college within five years 	<ol style="list-style-type: none"> 1. Head, Research and Instruction, subject librarians 2. Head, Research and Instruction; subject librarians 3. Head, Research and Instruction; subject librarians 4. Undergraduate Research Committee; Undergraduate Research Journal Editorial board 5. Head, Research and Instruction, appropriate subject librarians

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	<ul style="list-style-type: none"> a. Choose platform for undergraduate research by spring semester 2019 b. Implement the platform by fall semester 2019 c. Recruit editorial board by fall semester 2019 d. Editorial board establishes policies for service and publication by fall semester 2019 e. Put out our first call for papers by spring semester 2020 <p>5. Strengthen support for Honors Scholars program.</p> <ul style="list-style-type: none"> a. Work with director of Honors Scholars Program to see which classes could use library instruction by fall semester 2018. b. Work with Director of Honors Scholars Program to explore times in the program when librarian mentors to honors students would be most useful 	<ul style="list-style-type: none"> 4. Editorial board published first undergraduate research journal by fall semester 2020 5. Library instruction implemented by Head of Research and Instruction in at least one Honors course per semester by spring semester 2019 	
<p>C. Develop programs to support Libraries' staff in continuous growth and development of professional skills to better support the NDSU community</p>	<ul style="list-style-type: none"> 1. Work to develop a system and criteria for advancement (librarian 1,2,3, etc...) <ul style="list-style-type: none"> a. Establish a committee to research and develop a proposal by December 2018 b. Secure libraries staff approval of the proposal by the summer of 2019 c. Work with University administration and HR to get approval for the plan by spring semester 2020 2. Develop in-house professional development opportunities <ul style="list-style-type: none"> a. Survey libraries staff about professional development needs by fall semester 2018 b. Conduct an annual survey to adjust professional development offerings year to year 3. Research grant opportunities and provide greater support for travel for professional development opportunities for Libraries staff 4. Provide leadership opportunities within the Libraries <ul style="list-style-type: none"> a. Ad hoc committee established to research library department/workflow models 	<ul style="list-style-type: none"> 1. 20% of NDSU Libraries personnel brought to market salary range annually 2. Programming based on feedback from survey implemented by spring semester 2019 3. Information provided to Libraries staff about travel grant opportunities (ongoing) 4. <ul style="list-style-type: none"> a. Ad hoc committee established by September 2019 b. Research report completed by May 2019 c. Analysis of the NDSU library organizational structure completed by September 2020 d. Proposal completed by August 2021 5. <ul style="list-style-type: none"> a. Ad hoc committee established by August 2019 b. Information compiled by fall semester 2019 c. Research completed by spring semester 2020 d. Proposal developed by fall semester 2020 e. Proposal presented spring semester 2021 	<ul style="list-style-type: none"> 1. 1a;1b. Library Administration 2. Professional Development Committee 3. Library Administration; Professional Development Committee 4. Library Administration 4a. Ad hoc committee; 4b. Ad hoc committee; University Administration 4c. Library Administration, Department Heads, Human Resources, University Administration 5. Library administration <ul style="list-style-type: none"> a. Ad hoc committee b. Ad hoc committee

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	<ul style="list-style-type: none"> b. Research and explore how other university libraries structure departments/workflows and the types of leadership positions employed c. Analyze NDSU library departments to see what types of restructuring might benefit departmental workflows while providing leadership opportunities d. Develop proposal for restructuring <p>5. Research and explore developing a diversity plan for recruitment for the Libraries</p> <ul style="list-style-type: none"> a. Ad hoc committee established to research diversity plans at other university libraries b. Explore diversity initiatives in place across the NDSU campus c. Ad hoc committee researches diversity initiatives at other university libraries and compiles information about NDSU campus diversity initiatives d. Develop proposal for possible execution e. Present proposal to Library Administration 		
<p>D. Establish dedicated instructional space in the Main Library</p>	<ul style="list-style-type: none"> 1. Conduct feasibility study with stakeholders: instruction librarians, ITS, facilities, University Spaces Committee 2. Develop a proposal for renovations contingent on the findings of the feasibility study 3. Research potential funding options including grants 	<ul style="list-style-type: none"> 1. Feasibility study completed by August 2019 2. Proposal for renovations completed by May 2020 3. Funding opportunities research begun by May 2020 	<ul style="list-style-type: none"> 1. Head of Research and Instruction, Library Administration 2. Library Administration 3. Library Administration

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Collections are vital to supporting the teaching, learning, and research needs of NDSU and the greater community

Goal #1: Build the Libraries' capacity for digital and physical collections

Strategy	Action Steps	Metric	Responsibility
A. Identify and encourage support for a new library facility that combines academic and special collections, as well as to showcase collections	<ol style="list-style-type: none"> 1. Research our Integrated Postsecondary Education Data System (IPEDS) and Association of College and Research Libraries (ACRL) peer institutions funding formulas to determine where NDSU ranks within this group regarding funding 2. Work with NDSU Administration and Facilities Management to identify and provide an accessible location on campus for the NDSU Archives 3. Place the library on the list of buildings that goes to the state legislature for funding 4. Explore options for implementing student fees for a new library facility through discussions with: <ol style="list-style-type: none"> a. Student Senate <ol style="list-style-type: none"> i. Identify the process for submitting fee for approval ii. Determine feasibility for a student vote on the fee iii. If the plan is feasible, submit language for a vote; if not feasible work with University Administration b. NDSU Administration to determine if there is support for a fee <ol style="list-style-type: none"> i. Determine the process required for a new library fee ii. If the plan is feasible, submit language for a library fee c. The State Board of Higher Education, ND State Legislature, and other stakeholders. Identify process and determine feasibility for a student vote on the fee <ol style="list-style-type: none"> i. Prepare materials explaining the need for a new facility 	<ol style="list-style-type: none"> 1. Report highlighting peer institution funding formulas created by December 2019 2. Report with potential sites provided by December 2019 3. Library is placed on the list of building that goes to the state legislature for funding by June 2023 4. Exploration completed and proposal submitted for the student fee by June 2021 5. Fundraising campaign implemented by December 2019, and 10% of project funds raised by December 2023 6. Feasibility study completed by December 2020 	<ol style="list-style-type: none"> 1. Sub-committee of library staff 2. Library Administration; Head of Archives; NDSU Administration 3. Library Administration 4. Sub-committee of library staff 5. Library Administration 6. Sub-committee of library staff

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	<ol style="list-style-type: none"> 5. Approach the Foundation & Alumni Association on a fundraising campaign for a new facility 6. Upon approval, conduct a feasibility study to explore the possibility of an addition to the Main Library for the special collections 		
<p>B. Sustain, expand, and preserve our digital and physical collections</p>	<ol style="list-style-type: none"> 1. Create a library-wide preservation plan for our physical and digital resources 2. Work with NDSU Administration on a funding model for the Libraries materials budget that incorporates annual inflationary increases 3. Identify funding opportunities as part of academic and research funding grants, including digitization and digital preservation <ol style="list-style-type: none"> a. Identify University grants and possible partners b. Identify state level grants c. Use Grants.gov to identify federal grants d. Use PIVOT to identify relevant grants e. Use the Foundation Center to locate possible private grants from companies 4. Continue to work with and identify new partners for cost sharing and collection development opportunities <ol style="list-style-type: none"> a. Determine which departments are the highest users for specific databases b. Determine which departments request the specific titles c. Determine which departments request materials through ILL d. Work with local/regional consortia to acquire discounted subscription resources 5. Assess current staffing and identify needed positions related to collections, (such as a digital archivist) to digitize, process, manage, preserve and assess collections 6. Use metrics pulled from ILL requests, Primo searches, reference transactions, denial reports, etc. to identify collection gaps and potential acquisitions 	<ol style="list-style-type: none"> 1. Working document in place by January 2022 2. Increase materials budget by 5% to cover annual inflation 3. Submit one grant proposal per year until June 2023 4. Identify and approach 2 potential cost sharing partners by June 2023 5. Hiring plan developed by December 2019 6. Report created that identifies collection gaps by June 2020 	<ol style="list-style-type: none"> 1. Sub-committee of library staff 2. Library Administration; Resource Acquisition, Management, and Discovery 3. Sub-committee of library staff 4. Library Administration; Collection Management Coordinating Team 5. Library Management Council 6. Collection Management Coordinating Team

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Goal #2 - Increase awareness and use of the Libraries' diverse collections			
Strategy	Action Steps	Metric	Responsibility
A. Promote utilization of collections by the campus community	<ol style="list-style-type: none"> 1. Continue to work with Marketing & Programs Coordinator to share information about collections through using social media, displays, exhibits, and events <ol style="list-style-type: none"> a. Assess metrics provided by social media platforms b. Assess usage of resources after presentations, displays, exhibits, events, etc. c. Request that event attendees fill out surveys d. Assess metrics provided by Google analytics on Libraries website e. Assess gate counts to determine usage of library space during events and exhibits 2. Work with liaison librarians to provide promotional content about collections to the Marketing & Programs Coordinator <ol style="list-style-type: none"> a. Regularly provide content to Marketing & Programs Coordinator regarding collections, exhibits, and displays b. Create a mechanism for collecting stories and materials of interest to disseminate about collections and activities of the library 3. Design a user study to assess best means of promotion and determine distribution method for the NDSU campus community 	<ol style="list-style-type: none"> 1. Analysis of metrics report created by June 2021 2. Number of content pieces focused on the collection increased by 75% 3. User study implemented and results assessed by June 2021 	<ol style="list-style-type: none"> 1. Marketing & Programs Coordinator; Head of Archives; Resource Acquisition, Management, and Discovery; Access Services 2. Resource Acquisition, Management, and Discovery; Access Services; Subject Librarians; Marketing & Programs Coordinator 3. Sub-committee of library staff
B. Promote utilization of collections by the broader local and global communities	<ol style="list-style-type: none"> 1. Work with Marketing & Programs Coordinator to share information about the Libraries IR, Digital Horizons, GRHC online resources and other unique digital collections 2. Work with Library Systems Department to assess who is using our unique digital collections in compliance with privacy protocols (such as other states, countries, etc.) 	<ol style="list-style-type: none"> 1. Marketing plan implemented by August 2021 2. User location report compiled by December 2020 3. User study implemented and results assessed by June 2021 	<ol style="list-style-type: none"> 1. Marketing & Programs Coordinator; Systems department; Subject Librarians; Archives staff; Germans from Russia Heritage Collection staff; Government Information Librarian 2. Systems department; Subject Librarians; Archives staff; Germans from Russia Heritage Collection staff; Government Information Librarian 3. Systems department; Subject Librarians; Archives staff; Germans from Russia Heritage Collection staff; Government Information Librarian

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	3. Design a user study to assess best means of promotion and determine distribution method for the local and global community		
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Engagement with the community through innovative programming, sponsoring events, and showcasing our collections and services

Goal #1 - Create new interactive spaces to expand interest in the Library and its services			
Strategy	Action Steps	Metric	Responsibility
A. Develop and grow a Makerspace	<ol style="list-style-type: none"> 1. Systems and Emerging Technologies Coordinator will complete proposed TFAC grant activities by the end of the grant cycle (3 years) 2. With the assistance of the Associate Dean and the College Business Manager, establish dedicated funding plan from donors and library budget before the end of the grant 3. During the grant period the Emerging Technologies Coordinator, under the direction of the Associate Dean and Head of Research and Instruction, will establish a MakerSpace Advisory Board composed of campus members who utilize the resources and advocate for student users 4. The Emerging Technologies Coordinator and Emerging Technologies Advisory Board will establish an assessment plan and tool <ol style="list-style-type: none"> a. The Emerging Technologies Coordinator will conduct a baseline assessment to develop an on-going service improvement plan 5. The Emerging Technologies Coordinator will host a variety of workshops within the first year <ol style="list-style-type: none"> a. Each workshop will include assessment of user satisfaction 6. The Emerging Technologies Coordinator, with the assistance of the Marketing and Programs Coordinator, will strategically promote Makerspace to campus and larger community, prior to the end of the grant cycle 	<ol style="list-style-type: none"> 1. Grant activities completed by Fall 2021 2. Funding from donors established within 3 years 3. 5 workshops conducted every year 4. Assessment report of Makerspace services and activities completed each year <ol style="list-style-type: none"> a. End-of-semester user satisfaction surveys completed each semester 5. List of most effective marketing platforms compiled by Fall 2020 6. Report on current space use and future space needs completed by end of the grant cycle 	<ol style="list-style-type: none"> 1. Emerging Technologies Coordinator 2. Emerging Technologies Coordinator, Associate Dean, College Business Manager 3. Emerging Tech Coordinator, Associate Dean, Head of Research and Instruction 4. Emerging Tech Coordinator, Emerging Technologies Advisory Board 5. Emerging Tech Coordinator 6. Emerging Tech Coordinator 7. Emerging Tech Coordinator, Marketing and Programs Coordinator 8. Emerging Tech Coordinator, Associate Dean, Facilities

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	<ol style="list-style-type: none"> 7. The Emerging Technologies Coordinator, with facilities and library administration, will explore options to increase square footage dedicated to Makerspace, prior to the end of the grant cycle 		
<p>B. Develop a Library of Things--a separate collection of non-traditional library materials such as tools, cooking utensils, and other items that support students' creative and research activities</p>	<ol style="list-style-type: none"> 1. The Emerging Technologies Coordinator will conduct a feasibility study with Emerging Technologies Advisory Board, interested faculty and students, to <ol style="list-style-type: none"> a. Research similar institutions' Libraries of Things and their accompanying policies to establish purchasing priorities 2. With the assistance of the Associate Dean and the College Business Manager, establish dedicated funding plan from donors and library budget 3. Within the first year, the Emerging Technologies Coordinator will develop a plan to take and increase applicable physical donations from campus departments 4. Within the first year, the Emerging Technologies Coordinator, with CMCT and Access Services, will create collection development plan for materials in the Library of Things, including a plan for housing the collection, and if it will exist in an open or closed stack environment 5. The Emerging Technologies Coordinator with facilities and library administration, will explore options to increase square footage dedicated to Library of Things within the first year 	<ol style="list-style-type: none"> 2. Feasibility study completed within 1 year <ol style="list-style-type: none"> a. Ten peer institutions analyzed 3. Funding from donors established within 4 years 4. Donation program established to acquire materials from campus partners within 4 years 5. Plan completed within 2 years 6. Report completed on current space use and future space needs within 3 years 	<ol style="list-style-type: none"> 1. Emerging Tech Coordinator, Library Liaisons, Access Services, RAMD 2. Emerging Tech Coordinator, Library Administration 3. Library Liaisons, Associate Dean, Emerging Tech Coordinator 4. Emerging Technology Coordinator, Access Services, CMCT 5. Emerging Tech Coordinator, Access Services, CMCT, Library Administration
<p>C. Establish functional, multi-use event spaces</p>	<ol style="list-style-type: none"> 1. The Marketing and Programs Coordinator will conduct a feasibility study for the repurposing of library space into event space 2. Develop a proposal for renovations contingent on the findings of the feasibility study 3. The Marketing and Programs Coordinator will work with appropriate library and campus departments to research costs and funding opportunities for high-quality sound system and further equipment as laid out in feasibility study 	<ol style="list-style-type: none"> 1. Feasibility study completed summer 2019. 2. Proposal for renovations completed by Spring 2020, contingent on results of the feasibility study 3. New sound equipment purchased within 3 years. Costs, funding and priorities for further equipment researched within 5 years, contingent on results of the feasibility study 	<ol style="list-style-type: none"> 1. Marketing and Programs Coordinator, Library Administration, Access Services, Systems 2. Marketing and Programs Coordinator, Library Administration, Access Services 3. Marketing and Programs Coordinator, Library Administration, Systems

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Goal #2 - Increase campus and community engagement with services, events, and exhibits of NDSU Libraries			
Strategy	Action Steps	Metric	Responsibility
A. Expand the Libraries' promotional activities	<ol style="list-style-type: none"> 1. The Marketing and Programs Coordinator will increase cross promotion with community libraries <ol style="list-style-type: none"> a. Compile and keep up-to-date contact phone/email lists for FM area libraries b. Establish drop-off points and contacts at community libraries for NDSU Libraries promotional materials 2. Working with librarians and special collection, the Marketing and Programs Coordinator will explore time commitment and feasibility of developing traveling displays & satellite exhibits 3. The Marketing and Programs Coordinator will develop Interactive displays & kiosks for the library 	<ol style="list-style-type: none"> 1. List and procedures for community library outreach created by 2020 2. Decision made on whether to invest time and energy on producing external exhibits 3. 2 interactive displays developed annually 	<ol style="list-style-type: none"> 1. Marketing and Programs Coordinator, Marketing/Outreach Committee 2. Liaison Librarians, Germans from Russia Heritage Collection, Archives, Exhibit Committee, Marketing and Programs Coordinator 3. Systems, Liaison Librarians, Marketing and Programs Coordinator
B. Increase engagement with the campus community	<ol style="list-style-type: none"> 1. Subject Librarians and staff will keep abreast of events at NDSU and make effort to attend as time and interest allows each semester 2. Subject Librarians will increase outreach & liaison activities with departments <ol style="list-style-type: none"> a. Subject librarians will assess the effectiveness of and document outreach activities each semester 3. Create branded informational resources for increasing faculty awareness of library resources that are department specific <ol style="list-style-type: none"> a. Marketing and Programs Coordinator will develop NDSU Libraries branded templates b. Subject Liaisons will meet with Marketing and Programs Coordinator to customize outreach materials for specific departments and events 	<ol style="list-style-type: none"> 1. List of library staff attendance at campus events completed and included in Annual Report by Fall 2021 2. Assessment plan for liaison librarian outreach developed by 2023 3. Templates for different types of content established by Dec 2018 	<ol style="list-style-type: none"> 1. Library Administration, Library Staff 2. Library Staff 3. Marketing and Programs Coordinator, Liaison Librarians, Library Staff
C. Develop a Library Outreach and Marketing Department	<ol style="list-style-type: none"> 1. The Marketing and Programs Coordinator will develop a Marketing Committee comprised of library staff and stakeholders 2. Library Administration, along with the Library Management Council, will create a proposal and hiring plan for an Outreach and Engagement Librarian position to work with the Libraries Marketing and Programs Coordinator 	<ol style="list-style-type: none"> 1. Marketing Committee established by 2023 2. Hiring proposal approved by library and campus administration by June 2023 3. Hiring proposal approved by library and campus administration by June 2023 	<ol style="list-style-type: none"> 1. Marketing and Programs Coordinator, Library Staff 2. Library Administration, Marketing and Programs Coordinator 3. Library Administration, Marketing and Programs Coordinator

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	<ul style="list-style-type: none"> a. The Outreach and Engagement Librarian will examine the university and community holistically and determine how to best connect the Libraries to faculty, staff, students, and community users through interdisciplinary and cultural programming. This position will be responsible for building partnerships that generate diverse programming and exhibits in addition to working with the Marketing and Programs coordinator on promotion, marketing and assessment 3. Library Administration, along with the Library Management Council, will create a proposal and hiring plan for an Event Planner <ul style="list-style-type: none"> a. The Event Planner will coordinate, organize events, and work out details including: determining the purpose and scope of an event, providing content for and distributing promotional materials, scouting and booking locations, setting budget, planning with clients, seeking bids and planning for food, entertainment, staff and cleanup 		
<p>D. Establish a foundation for lifelong engagement with the NDSU Libraries</p>	<ul style="list-style-type: none"> 1. Offer alumni-focused events, receptions, and exhibits at the Libraries 2. Offer student-focused events and exhibits 3. Encourage student donations of college memorabilia and ephemera 	<ul style="list-style-type: none"> 1. Alumni-focused event, reception, and/or exhibit held annually beginning 2019 2. Two student focused events and/or exhibits held at the Libraries annually beginning 2019 3. Plan to increase the number of student donations of college memorabilia and ephemera created by 2022 	<ul style="list-style-type: none"> 1. Library Administration, Alumni Foundation, Libraries Management Council, Germans from Russia Heritage Collection, Archives, Subject Librarians, Marketing and Programs Coordinator, Exhibits Committee 2. Library Administration, Alumni Foundation, Libraries Management Council, Germans from Russia Heritage Collection, Archives, Subject Librarians, Marketing and Programs Coordinator, Exhibits Committee, Student Advisory Board 3. Head of Archives

**NDSU Libraries' Strategic Plan was developed in alignment with NDSU's Strategic Vision, https://www.ndsu.edu/provost/strategic_plan/