Nielsen Library
Mission, Vision Values Statements (revised 2013)
And 2013 – 2016 Strategic Plan

The Nielsen Library is the academic salon of both Adams State University and the surrounding San Luis Valley community. It is a place where library users can come to freely engage in learning, experimentation, and information discovery.

In recognition of the fact that libraries are transforming from an emphasis on access to physical collections to a dynamic space where the community can connect with information and each other in a variety of ways to create new knowledge, the Nielsen Library conducted a strategic planning process in 2013 that included an updating of our mission, vision, and value statements, a student focus group session, a library staff SWOT (strengths, weakness, opportunities, and threats) analysis, and a full-day planning retreat.

The resulting strategic plan, outlined herein, will guide the Nielsen Library over the next 3 years as we work together with our stakeholders to successfully shape a modern academic library that is fully integrated within its communities, fully supported by its communities, and fully meets the needs and aspirations of its communities.

I.   Nielsen Library Mission, Vision, and Value Statements

Our Mission:

We enrich our communities by empowering them to cultivate their educational goals and life pursuits.

Our Vision:

To become the campus and community destination for inspiration, discovery, and creation.

We Value:

- Service – In support of a dynamic and responsive teaching and learning experience.
- Engagement – Meaningful dialogue and inclusive collaboration with our communities.
- Intellectual Freedom – Ensuring open and free access to information for all.

II.   Nielsen Library 2013-2016 Strategic Plan

In order to translate our Mission, Vision, and Value Statements into prioritized actions, the Nielsen Library staff identified five high-level goals that will move the library forward in pursuit of our vision:

1. Cultivate 21st century information competencies.
2. Enhance the user experience.
3. Develop people, our most important resource.
4. Dynamically respond to users' resource needs.
5. Strengthen campus and community engagement.

Each goal corresponds to one of the five ASU 2013-2016 Institutional Goals and is detailed below with corresponding key strategies and specific objectives to be accomplished over a 3-year time frame. Specific actions taken to achieve the listed objectives will be incorporated into the library's annual reports.

GOAL 1. CULTIVATE 21ST CENTURY INFORMATION COMPETENCIES.

Relates to ASU Institutional Goal 1: Provide challenging and responsive curricula that educate, serve, and inspire our diverse populations.

> **STRATEGY 1-1.** – **EXPAND AND FORMALIZE LIBRARY INSTRUCTION.** The library will lead campus initiatives to foster essential 21st century information literacy and digital information management skills in Adams State University students.
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> > **Objective 1-1-1.** Participate creatively in new student orientation to welcome new students and reduce library anxiety.
> > **Objective 1-1-2.** Develop a systematic program to reach all first-year students at least once with a library research instruction session.
> > **Objective 1-1-3.** Implement a first-year personal librarian program.
> > **Objective 1-1-4.** Reach all declared majors at least once with library research instruction centering on upper-level resources and research techniques specific to their discipline.
> > **Objective 1-1-5.** Conduct faculty workshops, both general and discipline-specific, to keep faculty apprised of library changes and developments and how they can be incorporated in the design of library-related assignments.
> > **Objective 1-1-6.** Experiment with other forms of instructional outreach such as Blackboard-embedded librarianship services, online information literacy modules, how-to videos, and roving reference services in teaching buildings.
> > **Objectives 1-1-7.** Expand instructional outreach efforts to regional high schools, to support information literacy preparedness in high school students and to support ASU recruitment efforts.

GOAL 2: ENHANCE THE USER EXPERIENCE.

Relates to ASU Institutional Goal 2: Provide flexible avenues for students to achieve educational and career success.

STRATEGY 2-1. USER SERVICES – The library's client-centered culture will be strengthened by enhancing and developing innovative in-person services that better serve our communities' preferences and needs, and support student success.

Objective 2-1-1. Increase the number of formal library events to contribute to the academic library environment and experience.

Objective 2-1-2. Expand library support for both extended studies and distance education students. *Note: This will partially be accomplished via objectives listed elsewhere in this strategic plan (e.g., 1-1-6, 2-2-3, 4-1-3).*

Objective 2-1-3. Create a "technology petting zoo" that enables users to borrow and trial leading edge devices (e.g., e-book readers, iPads, Chromebooks, etc.)

Objective 2-1-4. Explore new models to provide better service at points-of-need.

STRATEGY 2-2. DIGITAL SERVICES – The content, design, and delivery of library web services will facilitate seamless, user-friendly discovery, access, and use of scholarly information.

Objective 2-2-1. Strategically improve both the library's back and front-end digital services. Front-end client services include a discovery service to make it easier for users to locate information across multiple library systems and implementing an archival database to make archival items findable. Backend services include improved ILL retrieval systems (e.g., Rapid ILL), working on data cleaning projects, and adding electronic resource management systems (e.g., CORAL).

Objective 2-2-2. Create an institutional repository to serve as a permanent digital storehouse for the intellectual output of the University's faculty, staff, and students.

Objective 2-2-3. Improve library integration within Blackboard.

Objective 2-2-4. Collaborate with Computing Services to host key applications in demand by ASU students in the library's computer labs (e.g., InDesign).

Objective 2-2-5. Provide users with rapid access to library information via strategically positioned digital kiosks.

Objective 2-2-6. Improve printing services. Provide users with in-house access to a color laser printer. Implement community and wi-fi printing capabilities.

Objective 2-2-7. Begin the transition to a dynamic website powered by a content management system with modules that meets modern library requirements (e.g., Drupal).

GOAL 3: DEVELOP PEOPLE: OUR MOST IMPORTANT RESOURCE.

Relates to ASU Institutional Goal 3: Provide education and development opportunities for faculty, staff, and students.

STRATEGY 3-1. PERSONNEL – Knowledgeable, skilled, and collaborative library personnel will be empowered to effect strategic transformation in a changing library landscape.

Objective 3-1-1. Secure annual professional development funds to support continuing education for library professionals in a rapidly changing information environment. *Note: attainment of this objective is subject to administrative support for an increased library budget.*

Objective 3-1-2. Obtain faculty status for librarians, in accordance with the [2013 joint statement](#) of the American Association of University Professors (AAUP) and the Association of College and Research Libraries (ACRL).

Objective 3-1-3. Secure additional professional development time for librarians to work on scholarly research, publication, and presentations.

Objective 3-1-4. Develop formal student worker training program that includes both in-person training for all new hires, and ongoing training for all student workers. Develop online training resources that include videos, FAQ's, etc. Emphasize customer service principles.

Objective 3-1-5. Formally dedicate a portion of the materials budget to information science materials.

Objective 3-1-6. Engage in local and regional opportunities for professional development, including conducting regional library field trips and participating in programs such as HILOS and CIELO.

Objective 3-1-7. Develop formal and ongoing customer service training for both library staff and student workers, in support of a user-centered library environment.

Objective 3-1-8. Conduct regular, formal in-service sessions (library staff training each other).

Objective 3-1-9. Expand the library's formal written policies in support of institutional memory, decision making, and more consistent application of library procedures.

Objective 3-1-10. Implement a formal annual review process for librarians, including annual professional development plans, annual reports, and annual evaluations.

Objective 3-1-11. Conduct an annual professional development day prior to the beginning of the fall semester, bringing in outside speakers and focusing on one or two key areas for library staff improvement.

Objective 3-1-12. Create a staff intranet for central access to internal library documentation and resources.

Objective 3-1-13. Supply all library staff with mobile devices to support work in the stacks (e.g., weeding, inventory), as well as productivity at staff and campus meetings and professional conferences.

GOAL 4: DYNAMICALLY RESPOND TO USERS' RESOURCE NEEDS.

Relates to ASU Institutional Goal 4: Provide cost and investing pricing strategies that are innovative and effective for our diverse and historically underserved groups.

STRATEGY 4-1. COLLECTION DEVELOPMENT AND MANAGEMENT - The Nielsen Library's collections will meet the learning, research, and instructional needs of the Adams State University community.

Objective 4-1-1. Per ASU's "Focus on Finishing" quality initiative, provide more access to textbooks via course reserves.

Objective 4-1-2. Strengthen the physical collection through a comprehensive weeding program, comprehensive inventory program, and improved organization and finding aids for key collections (e.g., sheet music, maps, archives).

Objective 4-1-3. Strategically increase the number of electronic resources available to users (e.g., ProQuest Dissertation & Theses to support new Ph.D. program). *Note: attainment of this objective is subject to administrative support for an increased library materials budget.*

Objective 4-1-4. Improve awareness of and access to the library's extensive local collections via such tactics as improvement of finding aids, displays, programming, policies, and space use. Improve use and usability of Cooper Room and expand the Cooper Room collection. Some of these goals may be accomplished via student internships (practicums, senior projects).

Objective 4-1-5. Increase the number of LSTA, Title 5, NEA, and other grants in support of library collections and services.

Objective 4-1-6. Develop a comprehensive materials budget allocation plan and collection development policy to strategically and flexibly guide the growth of a strong and balanced collection.

STRATEGY 4-2. PHYSICAL ENVIRONMENT – The Nielsen Library's interior and exterior spaces will align with users' evolving modes of study, research, and collaboration.

Objective 4-2-1. Work closely with campus administration to help make a complete library remodel a state capital improvement priority in 5-6 years.

Objective 4-2-2. Identify and execute no-cost, low-cost and mid-cost capital improvements that can be made in advance of a comprehensive state-funded remodel.

Objective 4-2-3. In recognition of their high value to students, improve group study room functionality and management. Such improvements may include upgraded furniture, décor, lighting, computer workstations, whiteboard paint, room size, and room booking systems.

Objective 4-2-4. Improve student access to quiet study space through multiple strategies that include soundproofing the Grizzly Testing and Learning Center, and creative library zoning with respect to both space and hours of use.

Objective 4-2-5. Conduct a comprehensive furniture audit, with the aim of identifying better furniture arrangements, depreciated furniture to slate for retirement, and priority areas that should be made more functional, inviting, flexible, and comfortable in advance of a complete remodel. Experiment with different furniture layouts to improve use of space.

Objective 4-2-6. Develop consistent, effective, engaging library signage, including digital signage. Conduct a sign audit in pursuit of this objective.

Objective 4-2-7. Distribute whiteboards throughout library.

Objective 4-2-8. Increase library presence on first floor through such strategies as removing glass wall in front of circulation desk, improving signage, display cases, and increasing the number and variety of resources available on first floor (new books, leisure books, audio books, DVDs).

Objective 4-2-9. Reopen the coffee shop.

Objective 4-2-10. Improve library esthetics and showcase the University's creative output through the display of both semi-permanent and rotating student and faculty artwork.

Objective 4-2-11. Create a practice room where users can rehearse public presentations in a safe, private environment.

Objective 4-2-12. Identify and execute no-cost, low-cost and mid-cost capital improvements that can be made in advance of a comprehensive state-funded remodel.

GOAL 5: STRENGTHEN CAMPUS AND COMMUNITY ENGAGEMENT.

Relates to ASU Institutional Goal 5: Provide culturally responsible and sustainable development opportunities for the San Luis Valley community.

> **STRATEGY 5-1. COMMUNICATION AND OUTREACH** – A community of informed library users will be cultivated through effective communication of library resources, services, and mission.

Objective 5-1-1. Engage students via a continuing expansion of social media outreach and events (e.g., contests; finals week events).
Objective 5-1-2. Communicate library developments: a) Publish a regular library newsletter, to be distributed electronically; b) engage with Paw Print and Valley Courier journalists to publish articles on library developments; c) electronically publish and distribute library's strategic plan and annual reports to the campus.
Objective 5-1-3. Participate in new faculty orientation and have designated library liaison meet individually with all new faculty.
Objective 5-1-4. In close coordination with ASU Creative Relations, develop consistent and effective library branding and marketing for both digital and print communications. Improve library positioning on ASU website.
Objective 5-1-5. Develop and distribute key library information via a series of handouts to be distributed both across campus and via prominently placed library kiosks.
Objective 5-1-6. To assess the success and future directions of the library's strategic planning efforts, expand library assessment activities (e.g., LibQual Survey; user feedback; usage statistics) and communicate assessment results.
Objective 5-1-7. Promote outreach and services to the community via posters, newspaper announcements, and partnerships with outside organizations.

STRATEGY 5-2. PARTNERSHIPS AND COLLABORATION – The Nielsen Library will engage the broader Adams State University community in pursuit of the library's mission by strengthening relations and forging strategic alliances.

Objective 5-2-1. Formalize, expand, and systematically apply the library's academic liaison model in order to foster closer communication with the University's departments, strengthen resource collections, and encourage more library-centric course assignments.
Objective 5-2-2. Bring the Writing Studio to the library (satellite location or permanent transfer) and engage actively with them in support of student success on research projects.
Objective 5-2-3. Partner more closely with Student Success Center units in pursuit of common mission and objectives.
Objective 5-2-4. Partner with Student Ambassadors program to develop more effective library tours.
Objective 5-2-5. Partner with coaches to engage more closely and effectively with athletics study halls held in the Library.
Objective 5-2-5. Foster closer relations with the University Foundation and current and potential donors to broaden community support for the library.
Objective 5-2-6. Participate on both curriculum and General Education-related committees in order to more effectively advocate for formal inclusion of library instruction within individual courses and as a formal General Education requirement.

Objective 5-2-7. Evaluate the possibility of expanding partnerships with other library consortiums (e.g., Colorado Alliance of Research Libraries) and implement those of strategic added value.

Objective 5-2-8. Foster regular communication and interaction with the Alamosa Public Library to better support the San Luis Valley community users.

Objective 5-2-9. Foster regular communication and interaction with campus student organizations (e.g., Diverse Multicultural Group; CASA House) to better support the needs of a diverse student population.