

Strategic Plan Progress Report

2017



2013 Strategic Plan 2017 Progress Report

Learning:

Goal: MSU prepares students to graduate equipped for careers or further education.

University Objective L.1: Assess, and improve where needed, student learning of critical knowledge and skills.

- **Library Objective L.1.1:** Assess, and improve where needed, student learning of critical knowledge and skills.

Library Strategies:

- a. Propose and promote the inclusion of information literacy as a required MSU CORE competency by 2015.
- b. Increase the “student body reach” of library instruction by 20% 2019.



Successes:

1. *Instruction and Information Literacy:*

- > In January of 2015, faculty from the Learning and Research Services (LRS) Department proposed the systematic incorporation of Information Literacy into the CORE 2.0 curriculum. As a result of these efforts, the university’s Core Working Group included information literacy in their final recommended plan and report for moving forward presented at the end of the spring 2015 semester.
- > A library faculty representative was invited to serve on the Core Update committee in 2015-2016 and information literacy was included in the Core recommendations that are currently being considered for implementation by the Office of the Provost.
- > Library faculty have partnered with the Department of English to include an expanded library instruction component as part of their Writing 201 expansion project.
- > There has been a 54% increase in the “student body reach” of integrated library instruction between 2014 and 2016, and we now reach close to 50% of MSU’s student body through these efforts.

Goal: MSU will raise its national and international prominence in research, creativity, innovation, and scholarly achievement, and thereby fortify the university’s standing as one of the nation’s leading public research universities.

University Objective D.1: Elevate the research excellence and recognition of MSU faculty.

- **Library Objective D.1.1:** Elevate the research excellence and recognition of MSU faculty.

Library Strategies:

- a. Increase Library faculty’s scholarly output and grant activity by 10% by 2015.



Successes:

1. *Grant Activity:*

- > A team of Library faculty and staff was awarded \$500,000 from the Institute of Museum and Library Services to conduct cutting-edge research that addresses the issues related to the assessment of digital collections and institutional repositories. This research will enable academic libraries to measure the impact that their institutional repositories have on author citation rates and university rankings.

Discovery continued:

- > The Library also received \$360,000 from the Institute of Museum and Library Services to create a professional development program for tribal college librarians and archivists. This program helps its participants develop information and digital literacy skills that will help their communities be successful in the 21st Century.
- > Through a Sparks! Ignition Grants for Libraries, Library researchers completed a project focused on enhancing and improving its prototype software for publishing books within in a web browser. This software makes online books more accessible, discoverable, shareable, and ready for analysis by users. The project also established best practices for web publishing in specific genres, such as textbooks, fiction, and articles, and shared these best practices through outreach and publications.



2. *Scholarly Output:*

- > Our faculty and staff have authored 43 scholarly works since 2013. These works have been published in many journals, including the American Library Association, the Journal of Library Administration, the College and Research Libraries, and the Council for Big Data, Ethics, and Society.

University Objective D.2: Enhance infrastructure in support of research, discovery and creative activities.

- **Library Objective D.2.1:** Continue to purchase materials in support of research and growing student populations and academic programs by 2019.

Library Strategies:

- a. Institute demand-driven acquisitions.

Successes:

1. *Demand-Driven Acquisitions:*

- > The MSU Library is piloting a Demand-Driven Acquisitions (DDA) program in partnership with YBP Library Services and eBook Library to systematically add new eBooks to our collection based on the borrowing activity of our patrons. Through DDA, we are able to connect patrons with more eBooks and make purchases at the point of need and based on the amount of need. We are also integrating this program into our existing monographic acquisition process to ensure that we continue to provide the resources that are most relevant to the MSU community.

- **Library Objective D.2.2:** Continue to create and develop local digital collections by 2019.

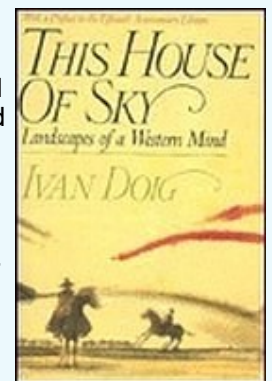
Library Strategies:

- a. Continue to refine and prioritize digital collections scope statement by 2013.
- b. Prioritize and digitize three special collections by 2015.
- c. Launch Acoustic Atlas prototype by 2014.

Successes:

1. *Digital Collections*

- > In 2015, the Library acquired the archive of the late writer, Ivan Doig. The proposal to Carol Muller Doig, jointly submitted by the Library and the College of Letters and Science, promised to make her husband's legacy available to students, scholars, and the public as quickly as possible by digitizing the entire collection. Less than one year later, the digital and print versions of the Ivan Doig Archive were launched and promoted to encourage community access, scholarly exploration, and integration into courses. Further development of the digitized archive has continued to improve its utility for digital scholars, including a pilot project to mark up the manuscripts with Schema.org and the development of applications that integrate sound recordings, images, and geospatial data.



Discovery continued:

- > In 2015, the MSU Library collaborated on the Works Project Administration (WPA) America Eats project with Michigan State University, the U.S. Library of Congress, and the state archives of New York, North Dakota, and Kentucky to digitize primary sources about the history of food in the United States from 1930 to 1942. 458 objects pertaining to American eating and foodways during the Great Depression housed in the WPA Papers were scanned and delivered to Michigan State with complete metadata records.
- > In October of 2013, the Acoustic Atlas was launched thanks to a generous grant from the Willow Springs Foundation and a partnership with the National Park Service. This digital collection includes more than 2500 recordings of species and environments from throughout the Western United States. Our collection emphasizes the strong connection between natural sounds and regional ecosystems, and features a growing number of recordings from Montana and the Yellowstone corridor. Sounds are provided with the help of volunteers, researchers, and through collaborations with agencies like the National Park Service.
- > In 2014, the MSU Library digitized the personal papers collection of Dr. Caroline M. McGill (1879-1959). Dr. McGill was an early twentieth century physician in Butte, Montana and a founder of the Museum of the Rockies. The MSU Library's Caroline M. McGill Personal Papers Collection has over 100 unique digital brochures; correspondence and ephemera covering early dude ranches; the 320 Ranch; railroad tourist travel; national parks history of Gallatin Canyon and Butte, Montana; and early notes on the founding of the Museum of the Rockies.



**ACOUSTIC
ATLAS**
acousticatlas.org



- **Library Objective D.2.3:** Improve discovery layers and findability of library content.

Library Strategies:

- a. Increase indexing rates of MSU content to improve access for researchers worldwide by 2015.
- b. Research, develop, assess and improve new and existing tools to support research discovery and creative activities of the MSU community by 2015.
- c. Implement and improve information architecture and user experience of relevant mobile and desktop software applications based on analytics and user testing by 2015.

Successes:

1. *Digital Infrastructure Enhancement*

- > In 2014 the library collaborated with 14 other academic libraries to implement the Ex Libris' discovery service Primo, which allows users to search collections from all of these institutions simultaneously. In 2016 the Library collaborated with 15 other academic libraries in Montana to migrate away from locally hosted legacy integrated library systems to a next-generation collection management system, Alma. As a result, users will more easily discover print and electronic information resources at these institutions. Our new system will allow us to more effectively manage our print and increasingly expanding electronic collections.
- > The Library Informatics and Computing Department and Collections Development Department's Search Engine and Social Media Optimization Project (SESMO) applied search engine optimization, linked data, and social media optimization techniques to all subscribed databases in order to yield a significant return-on-investment with substantial increased traffic to the MSU Library's paid resources. The SESMO Database Project advances the deployment and stewardship of networked information resources by improving the chances of discoverability through unmediated general web searching. Other returns generated by this project include demonstrated library value through database recommendations, connecting researchers to subject librarians, and increased visitation to our library's paid databases with growth in organic search referrals, impressions, and click-through rates.
- > User experience testing and Google Analytics data were employed in order to increase our patron's ability to understand and navigate the MSU Library's website. These data greatly informed the 2016 redesign of the digital collections page.

Discovery continued:

- **Library Objective D.2.4:** Lead open access research and publishing efforts.

Library Strategies:

- a. Create a coordinating structure to support scholarly communication for the MSU community by 2016.

Successes:

1. Open Access Research and Publishing

- > In March of 2013, ScholarWorks was launched. ScholarWorks is an open access institutional repository for the capture of the intellectual output of Montana State University. Containing over 13,000 theses, dissertations, professional papers, and undergraduate theses, ScholarWorks has become a central point of discovery for accessing, collecting, sharing, preserving, and distributing knowledge to the MSU community and the world.
- > In August of 2013, the Library hired a Scholarly Communication Librarian to manage ScholarWorks, direct outreach, and track the digital repository's progress.
- > In January of 2015, the MSU Faculty Senate endorsed a campus statement of Support for Open Access. This endorsement reaffirms MSU's commitment to providing the broadest possible access to MSU's scholarly literature and research documentation as a means to increase the impact of research conducted at MSU and further spread the knowledge generated by the institution.

- **Library Objective D.2.5:** Enable the sharing of resources between institutions and providers.

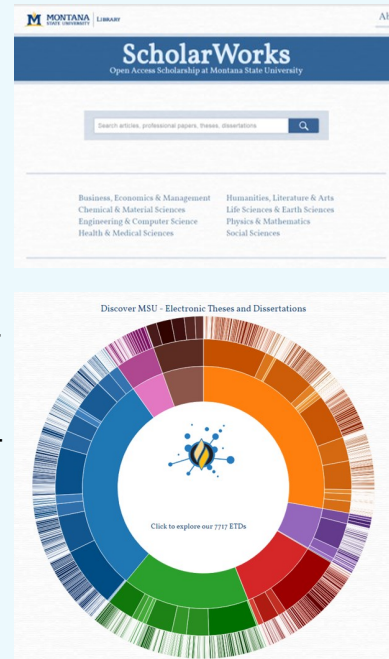
Library Strategies:

- a. Ensure all digital library collections have standardized metadata based on MODS (Metadata Object Description Standard from Library of Congress) by 2015.
- b. Support unified identity management that will be implemented by 2015.
- c. Add APIs (application programming interface) and microdata to applicable library applications by 2015.

Successes:

1. Digital Infrastructure Enhancement

- > In 2014, the Library hired a Data Management Librarian and launched its data services. These services include: education and advocacy in the campus community, helping researchers with data management plans for grants, and publishing datasets in ScholarWorks.
- > A standardized Metadata Object Description Schema template was designed for digital collections, and the Department of Resource Description and Metadata Services (RDMS) developed and incorporated controlled vocabularies and metadata sets for current and future digital projects. These efforts will improve MSU's ability to share resources between academic institutions and e-resource providers.
- > A single sign-on protocol was implemented that enables our patrons to access the entirety of the Library's e-resources using only one user name and password. In addition to improving users' experience, this protocol increases MSU's cyber security by authenticating and authorizing users based on their Lightweight Directory Access Protocol.
- > The Library became an ORCID member institution in 2016. Through ORCID MSU faculty and researchers can acquire a unique, persistent digital identifier that integrates into their key research workflows (e.g., manuscript and grant submission) and supports automated linkages between a researcher and their professional activities to ensure work is properly attributed and recognized.



Engagement:

Goal: Members of the Montana State University community will be leaders, scholars and engaged citizens of their local, national and global communities, working together with community partners to exchange and apply knowledge and resources to improve the human prospect.

University Objective E.1: Human Resources. Attract, develop and retain the best faculty and staff to achieve the MSU mission.

- **Library Objective E.1.1:** Strategically increase service, outreach and engagement at MSU.

Library Strategies:

- a. Increase engagement with library resources and services by all members of the MSU community by 2016.
- b. Continue to develop engagement with social media networks for the MSU Library community by 2019.

Successes:

1. Community Engagement

- > The Library designated part of a tenure track faculty position as Outreach Librarian, beginning January 1, 2014. This new position, which resides in LRS, is now leading the evolution of an outreach/engagement structure that includes:
 - Leading the Activities and Events (A&E) Committee and developing it to include broader representation across the library, student members, and ASMSU input;
 - Collaborating with the Library Display Committee to increase the impact of A&E initiatives;
 - Working with the Library Program Coordinator to developing outreach materials to support the work of Subject Liaison Librarians and others;
 - Developing the Library Partners concept to increase collaboration and communication with campus entities who share Library spaces and/or who have complementary missions;
 - Seeking new ways to broaden and strengthen these efforts across the Library and to strategically integrate the Library's efforts into other campus student engagement efforts and service projects; and
 - Strengthening community ties by serving on external boards, committees, and contributing to collaborative projects.



2. Social Media

- > The Library created a 5 member Social Media Group that meets on a bi-weekly basis, and actively manages the Library's Facebook, Instagram, Twitter, and Pinterest accounts. Since October of 2015, the Library has had a 13% growth in the number of Twitter followers, a 265% growth in the number of Instagram followers, and a 9% growth in the number of Facebook "likes."



- **Library Objective E.1.2:** Seek partnerships and memberships that raise MSU Library profile.

Library Strategies:

- a. Become a member in a regional or national library alliance by 2015.
- b. Host a research conference at MSU by 2019.
- c. Strengthen support for OMNI members and seek cooperative opportunities with other Montana libraries by 2019.

Successes:

1. Treasure State Academic Information & Library Services Consortium

- > In September of 2016, the Treasure State Academic Information & Library Services (TRAILS) Consortium was established. Spearheaded by the MSU Library, TRAILS is a consortium of Montana's 24 aca-

demographic libraries that seeks to make high-quality, high-impact research resources available to all of Montana's college students, faculty, and researchers regardless of their location or institution. TRAILS has made progress towards this goal by negotiating several collective agreements to provide access to core, fundamental e-resources, as well as to high-impact resources (including STEAM) for all of the state's university, tribal, private, and community college libraries. As a result of these contracts, TRAILS has produced nearly \$1 million dollars in cost savings for Montana's academic libraries, and has enabled many of these institutions to access high quality e-resources that were previously unavailable due to budgetary restrictions.



Engagement continued:

2. Professional Associations Membership

- > The Library is now a member institution of the Council on Library and Information Resources, the Digital Library Foundation, the Coalition for Networked Information, and the Online Computer Library Center's Research Library Partnership.

3. The Doig Symposium

- > On September 14-16, 2017 the Western Lands & Peoples Initiative and MSU Library will host a symposium entitled: "Doig Country: Imagining Montana and the West," to celebrate the work of Ivan Doig and the acquisition of his papers by the University. This symposium will explore the literature, history, and geography of Montana and the West that Doig explored in his memoirs and fiction.



Stewardship:

Goal: As steward of a land-grant institution, MSU will responsibly manage its human, physical, economic, and environmental resources in an open and sustainable manner.

University Objective S.1: Human Resources. Attract, develop and retain the best faculty and staff to achieve the MSU.

- **Library Objective S.1.1:** Attract, develop and retain the best faculty and staff to achieve the MSU Library mission.

Library Strategies:

- a. Devote funds and establish distribution policy to ensure that library employees have opportunities to participate in professional development activities by 2014.

Successes:

1. Professional Development

- > The Library now has a policy that distributes resources for professional development across departments. This change in policy has enabled each department to pursue specific, meaningful professional development that will help staff and faculty better meet the needs and demands of a 21st century library. This professional development occurs through variety of media such as online coursework and participation in webinars and conferences.

- **Library Objective S.1.2:** Strengthen organizational structure of the Library to meet evolving needs of a modern academic library.

Library Strategies:

- a. Review current organizational structure of the Library to determine what, if any, changes would benefit the Library in achieving its mission by 2018.

Successes:

1. Departmental Reorganizations

- > In 2012 Cataloging & Processing changed its name to Resource Description and Metadata Services

and began aligning its knowledge, workflows and skills to accommodate the new roles that academic libraries are undertaking as publishers and aggregators of digital content. As part of this restructuring, a staff member knowledgeable in the building & managing of digital projects was relocated from another department and a new position was added to undertake Semantic Web Identity. Workflows were analyzed and streamlined and/or abandoned in order to reallocate resources. Additional students were hired to help facilitate the digitization process and the digital lab was re-tooled to accommodate an increase in digital projects.

Stewardship continued:

- > In 2014, the Interlibrary Loan (ILL) unit moved from the Access Services team into the Collection Development (CD) Department. At the same time, former Access Services and Reference teams were combined to form the LRS Department. Moving ILL to CD kept the LRS department size manageable and created some opportunities to streamline the acquisition of information resources. This merger facilitated a review of processes for further improvements. For example, when a user requests a book that is too new to be acquired via interlibrary loan, their request is placed in a digital queue for possible purchase by the book acquisitions staff member. Previously, the user would have had their ILL request denied and then been referred to the purchase request form for consideration for CD purchase. This new process allows the user to submit a request only one time and get a resource much more quickly.

University Objective S.2: Physical Resources. Enhance aesthetic appeal and functional quality of MSU physical resources to support high quality learning, research and work environments.

- **Library Objective S.2.1:** Create a pleasant, physical environment that facilitates learning, collaboration, and multidisciplinary interactions.

Library Strategies:

- a. Maintain and enhance quiet study areas.

Successes:

1. *Quiet Areas and Enhanced Spaces*

- > In August of 2015, the Special Collections Department's main reading room is now accessible to patrons for use as a quiet study space. In order to make us more appealing as a study space, the door was changed out to a full glass door and a glass window into the stacks was added. The reading room accommodates approximately 20 students and the 'comfy' seating area can accommodate approximately 7-8 additional patrons.
- > In 2013, the Library began an extensive, two-phase renovation of the third-floor study space. The renovation plan was created through a collaborative process that sought the input from numerous stakeholders that included MSU students, staff, and faculty. The first-phase envisioned the creation of a flexible space with an open layout that provides patrons with different options to work and study. Prior to the renovation, this space was dominated by rows of carrel desks that limited the space's openness and flexibility. To address this matter, the carrel desks were replaced with furniture explicitly designed to promote an open and flexible workspace, new carpeting, with a vibrant, welcoming color, was installed, and power outlets were added to every work station. The second-phase involved the removing the stacks that previously dominated the 2nd and 3rd floors in order to create a workspace that now allows our patrons to fully experience the excellent natural lighting and breathtaking views provided by this space.



- **Library Objective S.2.2:** Provide access to technologies relevant to the Library's mission.

Library Strategies:

- a. Explore options to provide access to educational technologies that meet the needs of the MSU community by 2015.

Stewardship continued:

Successes:

1. *Educational Technologies*

- > In the spring of 2014, the Library opened the Innovative Learning Studio (ILS). The ILS is a collaborative and flexible space that can be used for a variety of educational activities such as giving presentations, teaching classes, hosting workshops, and conducting training sessions. The ILS is equipped with several Apple TV's, 24 iPads, 16 laptops, 3 wireless short throw projectors, and two 52-inch monitors.
- > In 2015, the Library partnered with the Information Technology Center to conduct the "Public Computing Project." As a result of this partnership, the Library's patrons now have access to a more comprehensive and expansive software suite.
- > Between 2015 and 2016 LRS expanded its collection of technologies for checkout with the addition of 5 Go-Pro cameras, and 31 iPads. During this period, LRS also recorded over 7,500 laptop checkout transactions.



University Objective S.4: Explore and implement better methods to promote sustainability.

- **Library Objective S.4.1:** Create a pleasant, physical environment that facilitates learning, collaboration, and multidisciplinary interactions.

Library Strategies:

- a. Assess and decrease environmental impact through conservation and recycling efforts by 2019.

Successes:

1. *Recycling and Conservation*

- > The Library works directly with MSU's Sustainability Services to recycle obsolete books and magazines, and recycling bins for paper, aluminum, and plastic are now distributed throughout the Library's student and staff spaces.
- > The Library installed 3 water bottle filling stations to help promote the use of reusable water bottles. As of December 19, 2016 these filling stations have helped eliminate the waste of 526,817 disposable plastic bottles.

