

Indiana University Libraries - Bloomington
Strategic Plan, 2001-2003

Strategic Initiatives and Operational Goals

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I. MISSION

To support and strengthen teaching, learning, and research by providing the collections, services, and environments that lead to intellectual discovery.

II. VISION

We will provide the University with state-of-art library resources and associated services by

- Giving innovative service to our clientele, who will become increasingly diverse, non-traditional, interdisciplinary, and located at distributed sites
- Exercising vigorous management of our rich and varied collections
- Making our collections known to others through teaching and publication
- Making connections to national and global resources that support scholarship and creativity
- Cultivating a physical and electronic environment that promotes teaching, learning, and scholarship
- Exerting leadership in information technology within the University and at state and national levels to support student learning, educational attainment, and research
- Achieving excellence, efficiency, diversity, and accountability in our staff at all levels

III. VALUES

We envision a workplace in which

- Everyone is accountable for the overall mission and goals of the Libraries
- An atmosphere of trust exists that engenders loyalty and support for colleagues
- A proactive effort to develop and appreciate a diverse staff is a continuing goal
- Collaboration and partnerships flourish
- Civility in discourse is the norm

VI. STRATEGIC ISSUES

Definitions:

Strategic Initiative: A new or changed activity that positions the Libraries to excel in its environment.

Operational Goal: An expectation set for an ongoing, routine activity.

A. Core Mission Issues

INTEGRATED ACCESS

ISSUE 1: *How do we provide, support, and guide effective integrated access to information, whether owned or made available through some other means of access?*

We provide library users with the information that they need primarily through three methods. First, we purchase materials for the collections in anticipation of user need or on demand. Second, we borrow volumes or obtain photocopies from other libraries or document suppliers when users need materials we do not own. Third, we increasingly purchase access to information through license agreements with vendors. The information we obtain through the latter two, for the most part, does not become a permanent part of the Libraries' collections. Integrating access for our users to information obtained in these three ways is a key strategic issue. We must also evolve our reference and instruction services to meet the information needs of our users and assure their effective use of our collections and other information resources.

Strategy 1: *Build and preserve collections.*

Strategic Initiatives:

- A. Explore the use of commercial document delivery services, electronic books, and other innovative technologies as an alternative to purchasing some collections.
- B. Document changes in the balance of electronic and traditional resources.

Operational Goals:

- A. Build and preserve collections and purchase access to information that meets the needs of users.
- B. Maintain and improve physical access to and condition of collections.

Strategy 2: *Improve access to library resources and services.*

Strategic Initiatives:

- A. Improve access to on-site collections by planning shelving options
- B. Develop and improve access to remote collections by developing the Auxiliary Library Facility (ALF)
- C. Develop plans to select appropriate materials for housing in the ALF remote facility
- D. Complete retroconversion of Main Library and Lilly Library materials

Operational Goal:

- A. Improve the usability and searchability of Web-based resources and services by adopting a user-centered Web design.

Strategy 3: *Improve integration of library reference and instruction services into the core of IUB research and teaching activities.*

Strategic Initiative:

- A. Examine ways to realize the concept of “one library” in the Main Library, creating new service configurations where appropriate.

Operational Goals:

- A. Investigate the use of tools like Oncourse to integrate library services and information resources into individual course Web sites.
- B. Expand the visibility, representation, and charge of the Instruction Advisory Committee.

- C. Integrate and coordinate library instruction and reference services to make access for users more intuitive and workable.

Strategy 4: Integrate interlibrary loan services into the overall strategy of access to resources.

Strategic Initiatives:

- A. Use Unicorn capabilities to provide easy request of interlibrary loan.
- B. Provide a range of document delivery options using appropriate technology.

Strategy 5: *Define services to be offered to categories of users.*

Strategic Initiative:

- A. Develop a plan to assess services, libraries, and programs.

Operational Goals:

- A. Review existing public service policies.
- B. Communicate service policies and guidelines to Libraries staff and users.

INFORMATION TECHNOLOGY

ISSUE 2: *How do we create an environment in which information technology fully supports and advances our goals and objectives?*

Information technology has transformed our services and redefined how we do our work. Technology itself, however, is a tool and staff must be able to exploit its potential. For this to occur, an infrastructure must be in place to support staff in the use of the technology.

Such an infrastructure would provide more than training and support. We must also seek to create an environment in which there is a sense of common purpose between information technology providers and library units.

Creating an environment in which technology can be used to its potential is an important strategic issue. It is imperative that we develop strategies to integrate information technology fully into the library environment.

Strategy 1: *Implement effectively the new automated library system, Unicorn, with a smooth transition from the old system, NOTIS.*

Strategic Initiatives:

- A. Prepare staff at all levels to use Unicorn effectively in their jobs.
- B. Publicize the implementation plans for the benefit of users.
- C. Involve faculty and students in the design of the public interface.
- D. Promote the benefits of the transition to Unicorn to both staff and users.
- E. Plan for continued information technology support for Unicorn after implementation.

Strategy 2: *Use information technology in the Libraries to advance teaching, learning, and research at Indiana University.*

Strategic Initiatives:

- A. Develop and provide authentication services.
- B. Investigate the use of wireless technology to provide access to the resources of the Libraries for faculty, staff, and students on and off campus.
- C. Expand our presence on the Web, including the Digital Library Program, through the use of multimedia applications and advanced searching capabilities and as a portal to the services of the Libraries and other information providers.

Operational Goals:

- A. Assist in the recruitment and retention of students at Indiana University by partnering with other campus units to promote the resources and services of the Libraries on the Web.
- B. Partner with departments engaged in distributed education to provide electronic library services to their students.
- C. Use appropriate and innovative technologies to support and enhance the Libraries' Digital Library Program.

Strategy 3: *Use information technology to facilitate and improve the delivery of services and resources.*

Strategic Initiatives:

- A. Empower the user to work independently through electronic reference, reserves, tutorials, and other innovations.
- B. Ensure that staff can address public services information technology issues and problems when they arise during all hours that a library is open through clear procedures and simple, coordinated trouble-shooting.

Operational Goals:

- A. Ensure that users can effectively use the Libraries' electronic resources through training, documentation, and periodic evaluation.
- B. Ensure the preservation of the content of electronic resources with electronic archiving of original copy.
- C. Maintain a consistent level of information technology support among the various public services areas within the Libraries system.
- D. Develop, implement, and maintain a Libraries intranet to support internal communication.

Strategy 4: *Develop and maintain information technology skill levels commensurate with each staff position.*

Strategic Initiative:

- A. Identify basic computer skills expected of all staff members and those expected for specific categories of staff members (e.g., reference staff, cataloging staff, etc.).

Operational Goals:

- A. Make computer literacy a priority among managers and supervisors, so that their example can serve to communicate the importance of computer literacy to those who report to them.
- B. Develop a mechanism for sharing information technology best practices and other information technology information.
- C. Ensure an effective trouble-shooting mechanism for hardware and software problems affecting the ability of staff members to perform their responsibilities effectively.

Strategy 5: *Maintain an organizational commitment to the information technology infrastructure.*

Strategic Initiatives:

- A. Build a solid foundation of information technology infrastructure that will enable the Libraries to achieve a position of leadership.
- B. Provide hardware and software as appropriate to support new innovative technologies.
- C. Commit fiscal resources that will permit the maintenance of this infrastructure at state-of-the-art levels.
- D. Commit human resources as needed to support new information technology developments and services.
- E. Align the information technology planning of the Libraries with that of UITS in its document "Architecture of the 21st Century: An Information Technology Strategic Plan for Indiana University" (<http://www.indiana.edu/~ovpit/strategic/>).

B. External Environment Issues**INFLUENCE/PARTNERSHIPS**

ISSUE 3: *How do we increase our influence with campus decision makers to enable us to fulfill our mission more effectively? What partnerships should we develop to help us accomplish our goals?*

We believe the Libraries are central to the mission of the Bloomington campus. For a number of reasons, it has become increasingly challenging for us to accomplish our mission.

Responsibility-centered management (RCM) has created an expectation of accountability. Nevertheless, when new programs and campus initiatives are planned without our involvement, there is a potential gap between our stakeholders' expectations and campus funding realities.

Participating more fully in campus decision-making is essential. We need to be a key player in teaching, learning, and research in order to serve the students, faculty, and staff on the Bloomington campus.

We need the assistance of other campus units, donors and grantors, and private funders. With effective partnerships, we will meet our goals, take advantage of opportunities, and respond to environmental threats.

Effective partnerships must be based on a shared vision and common goals along with a clear sense of the potential costs and likely benefits of any joint venture. No partner should be in a position to exert a controlling influence over any other. Each partner should bring complementary strengths to the enterprise.

Strategy 1: *Define our key messages.*

Operational Goal:

- A. Develop a process to define our key messages.

Strategy 2: *Position staff to influence campus and university decision makers.*

Strategic Initiatives:

- A. Identify key faculty and student campus leaders, key administrators, and key campus committees.
- B. Identify who makes appointments to key campus committees and update this information periodically.
- C. Provide staff development to prepare staff to be advocates for the Libraries.
- D. Encourage and reward, as appropriate, participation of Libraries' employees in campus service activities.

Strategy 3: *Document the value and worth of the Libraries.*

Operational Goals:

- A. Document the Libraries' contribution to teaching and research.
- B. Document wise stewardship of resources on behalf of the public good.
- C. Document the Libraries' contribution to IU's overall reputation.
- D. Document and publicize the professional contributions of staff to IU's reputation.
- E. Document the Libraries contributions to the regional campus libraries, CIC, and other library partners.
- F. Regularly assess and respond to user needs.

Strategy 4: *Market and promote the Libraries' programs.*

Strategic Initiatives:

- A. Heighten the profile of the Libraries in the media.
- B. Develop and market programs and services for targeted stakeholders such as students, faculty, administrators, and alumni.

Strategy 5: *Develop public relations and other activities designed to inform and educate university administrators about the Libraries' contributions to the University's teaching and research mission.*

Strategic Initiatives:

- A. Initiate a public relations campaign designed to inform the University community about the skills and strengths of the Libraries' staff.
- B. Generate articles in University publications portraying the Libraries as active partners in teaching, learning, and research.
- C. Identify faculty, students, and alumni who can assist in the campaign to inform IU administrators about the contributions of the Libraries to the University's teaching and research mission.

Operational Goals:

- A. Target IU administrators who can serve as advocates and allies for the Libraries among their peers.
- B. Host events for the University community to learn more about the role of the Libraries in teaching and research.

Strategy 6: *Lobby for the Libraries' programs.*

Strategic Initiative:

- A. Educate state leaders about library issues.

Operational Goals:

- A. Target our key messages to specific groups of campus leaders.
- B. Seek new advocates outside the Libraries who can influence campus decision makers.

Strategy 7: *Plan and develop partnerships between faculty and the Libraries' staff.*

Strategic Initiatives:

- A. Consult with faculty about how they wish to partner with the Libraries.
- B. Develop programming that promotes and supports teaching and learning.
- C. Partner with faculty in developing collaborative grant proposals.

Operational Goals:

- A. Partner with faculty on research projects.
- B. Analyze and evaluate partnerships with faculty to ensure their effectiveness.

Strategy 8: *Plan and develop partnerships between students and the Libraries' staff.*

Operational Goals:

- A. Include student representatives on appropriate library committees.
- B. Work with the IU Student Association in developing partnership initiatives with the Libraries.
- C. Re-convene a student library advisory committee.
- D. Target associate instructors (AIs) as liaisons with other student groups.
- E. Develop formal mechanisms for gathering feedback from students and library student workers on their needs and their assessment of library services.

- F. Encourage the Libraries' staff to become actively involved in student-focused programs and activities, such as the mentoring program.
- G. Work closely with the Indiana Daily Student reporter covering the Libraries on developing articles on the Libraries and its staff.
- H. Encourage student participation as lectures, exhibits, and film series are planned.

C. Internal Environment Issues

DIVERSITY

ISSUE 4: *How do we create a climate that values diversity?*

We believe that diversity provides multiple perspectives and broadens views of issues and problems and leads to more effective solutions. Our efforts to promote and develop library collections, services, and staff that are representative of our diverse community will have a major impact on our success as a research library. These efforts include the recruitment and retention of library staff at all levels from a variety of backgrounds, particularly from those groups underrepresented in our workforce. We should also seek to develop a culture that values diversity and ensure that diversity is incorporated into our collections and services. The issue is not should we have diversity, but how to make it play a central role in our thinking and planning for the Libraries' future.

Strategy 1: *Improve minority recruitment and retention efforts for librarian, professional staff, and support staff.*

Strategic Initiatives:

- A. Create a position in the Libraries for a recent minority library school graduate that makes good on our investment in ARL's "Initiative to Create a Diverse Workforce."
- B. Obtain funding through the Minority Faculty Fellowship Program to create a position for a minority librarian.
- C. Work with University Human Resources to attract more minority applicants to professional and support staff positions.
- D. Develop a program to mentor minority staff.

Operational Goals:

- A. Investigate additional options for advertising to potential minority applicants.
- B. Educate search and screen committee members on their role in recruiting minority applicants.
- C. Provide diversity training to all staff.

Strategy 2: *Demonstrate through our decisions about collections and services that the Libraries value diversity.*

Strategic Initiative:

- A. Create and fill a multicultural librarian position to provide outreach to diversity programs at IU.

Operational Goals:

- A. Ensure that our facilities, exhibits, publications, and staffing at public service desks reflect the diversity of the community we serve.
- B. Take advantage of opportunities to build collections of interest to underrepresented groups.

Strategy 3: *Develop processes to incorporate thinking about diversity in our day-to-day activities.*

Strategic Initiatives:

- A. Appoint and charge a diversity committee to work with the Libraries Human Resources on diversity initiatives.
- B. Monitor our progress in increasing the diversity of staff at all levels.
- C. Conduct periodic assessment of the needs of minority faculty, students, and staff for library collections and services.

Operational Goals:

- A. Encourage staff to participate in diversity programs on campus and at national conferences.
- B. Work with the Office of Multicultural Affairs to expose staff to additional diversity programming.

ORGANIZATIONAL CLIMATE

ISSUE 5: *How do we develop an organizational climate that fosters a commitment among all members of the Libraries' staff to our common purposes, goals, and values?*

The climate of an effective organization includes trust, positive attitude, good communication, respect among all members of the organization, a willingness to try new ideas, and a sense that the contributions of all members are important to the success of the organization. Conversely, an organization that lacks these characteristics will be less than fully effective.

The Libraries' staff is one of its major strengths and best resources, and it is one of its largest budget expenditures. For the Libraries to make less than full use of its staff would be wasting both human and financial resources. Low morale, a culture of negativity, lack of trust, elitism, and other divisions among staff can all interfere with an organization's ability to function as a team with a shared vision.

The environment of the Libraries is inevitably changing and being changed by external influences. A key strategic issue is how to develop an organizational climate in which to respond to changes while still recognizing the valuable contributions each of us makes.

Strategy 1: *Assess organizational climate and develop and deliver progressive and ongoing training and development to improve the organizational climate.*

Operational Goals:

- A. Assign the Libraries Human Resources Department responsibility for coordinating and managing initiatives focused on improving organizational climate.
- B. Orient new employees to the Libraries' mission, vision, and values.
- C. Make sure staff are aware of the Libraries' mission, vision, and values, and the relevance of them to their duties.
- D. Provide training in organizational climate issues such as morale, trust, fairness, and civility.
- E. Initiate collaborative partnerships with University Human Resources and Dean of Faculties Office.
- F. Promote internal collaboration and partnerships within the Libraries in order to understand and enhance a global view.
- G. Support the staff's creative development by maintaining a cooperative and learning environment, one in which risk-taking is valued.

Strategy 2: *Continue to implement recommendations from the Communications Task Force report of April 1997.*

Operational Goals:

- A. Review the report and determine which recommendations are yet to be implemented.
- B. Examine the effectiveness of the supervisory evaluation process; add a question on supervisor's communication skills and responsibilities. Seek formal annual input from department chairs or deans of schools for bibliographers and heads of campus libraries.

Strategy 3: *Improve and expand a system of rewards, recognition, and incentives for all staff ranks.*

Strategic Initiative:

- A. Establish a reward system for teamwork.

Operational Goal:

- A. Find a method to recognize on a quarterly basis the outstanding performance of staff.

Strategy 4: *Renew the Libraries' commitment to improving organizational climate.*

Strategic Initiative:

- A. Form a standing advisory group of representatives from all staff levels to gather and provide feedback on human resources issues.

Operational Goal:

- A. Assess the need in the Libraries Human Resources Department for additional staff to address organizational climate issues.

STAFF ASSIGNMENTS

ISSUE 6: *How do we make staff assignments in response to changes in our working environment?*

We use the word “staff” inclusively to refer to all full time employees of the Libraries: support staff, professional/administrative staff, and librarians. Staff assignments are influenced by a number of conditions, both internal and external. We anticipate that the pattern of shrinking resources and expanding needs will continue to impact human resources decisions. In addition, new initiatives are being developed with corresponding personnel implications. Consequently, we need to establish defined procedures for making assignments (or reassignments) when staff vacancies arise or when duties change significantly.

A key strategic issue for the Libraries is to develop a comprehensive plan that systematically identifies and addresses present and future staffing assignments that are consonant with changing goals and priorities. Staffing assignments must take into account the overall organization structure, present and projected opportunities and threats, opportunities for professional growth, and the skill sets and work experience of individual staff. We must consider the negative effects of assigning new duties without appropriate training and development. We must evaluate the benefits of providing appropriate rewards and recognition to staff at all levels. Finally, just as the Libraries recognize and respond to environmental changes, we must also conduct a periodic review of our staffing plans.

Strategy 1: *Adhere to and communicate policies for making staff assignments appropriate with rank and qualifications, including short-term assignments.*

Operational Goals:

- A. Create Web links to existing University policies.
- B. Identify areas where library policies do not exist and address such gaps.
- C. Review current practices, identify best practices, and formalize as policies.
- D. Provide access to policies on-line via the Libraries' intranet.
- E. Reinforce the responsibility of managers and supervisors to communicate and explain policies to staff.
- F. Provide ongoing training to supervisors and staff on human resources policies.

Strategy 2: *Develop and adhere to clear job descriptions that define which levels and ranks of staff perform the various kinds of work within the Libraries.*

Operational Goals:

- A. Clarify staff responsibilities in each service area.
- B. Adhere to guidelines to ensure that staff is appropriately compensated for the level of work they are expected to provide.
- C. Provide appropriate and effective training and cross training for all levels of staff that correspond to their level of responsibility.

Strategy 3: *Develop a comprehensive plan that systematically identifies and addresses staff assignments at all levels.*

Strategic Initiatives:

- A. Determine the goals and priorities within each unit to assist in the development of a coherent library-wide strategy.
- B. Develop a tool to collect and assess staff skills, abilities, and interests to provide data for appropriate assignments.
- C. Incorporate training and development programs in all units for all staff levels and ranks to support and ensure successful performance and conduct periodic evaluations of training and development efforts.
- D. Develop a mechanism to evaluate staff assignments periodically and to assess unit needs so that adjustments can be made to enhance services.

Operational Goal:

- A. Communicate the findings of such evaluations.

Strategy 4: *Enhance programs such as job-sharing to provide opportunities for professional growth and staff development for all levels of employees.*

Operational Goals:

- A. Investigate other innovative programs.
- B. Encourage participation in programs that promote professional growth and staff development.
- C. Broaden the understanding of the job-sharing program.
- D. Develop job-sharing programs for PAs and librarians.

<http://www.indiana.edu/~libpers/strategic.html>