2020-2025 Strategic Plan

Booth Library Strategic Planning Committee
It is no secret that academic libraries are changing rapidly. Students ask for new spaces that reflect the way they study, work, collaborate and create. Those who work in the library are challenged to think differently about the services they offer, and the new spaces they create, that support the ongoing success of our students. With a recent leadership transition and a newfound energy for embracing evolutionary changes, the strategic plan reflects the enthusiasm among library faculty and staff for looking forward with intention.

The Booth Library at Eastern Illinois University is embarking on an exciting strategic plan that embodies the intellectual and creative growth of our diverse campus community. Booth Library’s existing strength as the center and heart of our campus is reinforced with a forward-thinking plan for establishing the library as the fulcrum for interdisciplinary collaboration – and as a space that is constantly defining and redefining its democratic responsibilities. The library, now more than ever, must be adaptable to different purposes and promote the civic and vocational spirit that is in our DNA – in building community, preserving our identity, and engaging in discourse that better define a 21st century academic library.

We invite you all to collaborate with us in enacting the strategic plan as part of the larger goal in moving the university forward. It will take support and commitment from the entire community to achieve these important goals. Together, we are moving onward, forward, and upward. Together, we will build on our collective knowledge to transform lives. Together, we will succeed.

Zach Newell
Dean of Library Services
Booth Library’s strategic plan incorporates our existing strength as the center and heart of campus with a forward-thinking strategy for establishing the most comprehensively excellent, collaborative, diverse, and inclusive library services, resources, and staffing that EIU students and scholars deserve.

**Strategy 1**
Enhance Services and Spaces

**Strategy 2**
Build a Culture that Supports Diversity and Inclusion

**Strategy 3**
Emphasize Communication and Collaborative Partnerships

**Strategy 4**
Define and Invest in Technology Development and Support

**Strategy 5**
Commit to a Robust Information Resources Collection

**Strategy 6**
Focus on Assessment

**Strategy 7**
Strengthen Resources and Staffing Essential to Student Success

**Vision**
Our vision is to lead active partnerships that advance innovative teaching, learning, and research, fostering student success and inspiring critical thinking and creative endeavors.

**Mission**
Our mission is to collaboratively empower the intellectual and creative growth of our diverse campus and community. We provide the services, resources, and spaces to build on our collective knowledge and transform lives.
Our goal is to provide our students and scholars with services and spaces to make their academic pursuits engaging, productive, and enjoyable. We emphasize responsiveness to our patrons. We also strive to continually identify and develop services and spaces related to library innovation. Library Services will actively pursue opportunities for enhancing or transforming existing library spaces and develop new services and programs essential to the success of our academic community.

### Services

1. Create a more visible Research, Engagement and Scholarship unit adaptive to students
   - Expand information literacy offerings
   - Expand librarian integration into academic departments
   - Expand information literacy offerings in an online environment, i.e., Learning Management Systems
   - Promote ease of access for students

2. Develop point-of-need help for students
   - Prioritize the diversity of voices in informing the enhancement of services
   - Establish seamless referral networks by/for staff
   - Empower civil service staff by providing cross-training opportunities
   - Partner with student success services to work from the library, such as the Writing Center, tutoring services, etc.
   - Utilize Center for Student Innovation (CSI) as a training ground for new technologies
   - Launch the online scheduling system for study rooms and other spaces
   - Investigate resources and personnel to develop a first-year experience program designed to support retention and student success

### Spaces

3. Develop, cultivate and maintain a Center for Student Innovation (CSI)
   - Update physical structure (e.g. outlets, carpet, etc.) to support the space
   - Enhance space with innovative technology
   - Outfit area with flexible furniture conducive to an Active Learning Classroom

4. Strategically utilize library spaces with a continued commitment to student success
   - Refresh library interiors with an eye toward comfort, technology, and inclusion
   - Incorporate more flexible spaces
   - Increase areas for quiet, private study
   - Continue improving signage, including addition of kiosks
   - Identify more family-friendly spaces in the library
   - Investigate potential for 24/7 space and additional classroom spaces
   - Explore possibility of opening a café and better food and beverage options

5. Explore ways the library can be more environmentally conscientious
   - Partner with university leaders to promote energy efficiency enhancements
   - Prioritize internal energy/environmental efficiencies through collections, upgrades, and enhancements
   - Focus on longevity and waste reduction in purchasing equipment and furnishings
Build a Culture that Supports Diversity and Inclusion

Our institution and our library embrace the strength of our diverse student and scholar population in an environment that fosters inclusivity, equity, and respect. Accordingly, we will be intentional in support of diversity and inclusion.

1. Partner with stakeholder groups to promote diversity and inclusion in activities
   a. Emphasize diversity and inclusion in exhibits/programming
   b. Emphasize and promote diversity in our collections
   c. Conduct inclusive outreach to underrepresented populations

2. Reflect diversity and inclusion in staffing
   a. Establish a strong faculty/civil service staffing recruitment program aimed at underrepresented populations representative of our diverse student population
   b. Encourage diversity and inclusion in student hires and student ambassador program

3. Promote diversity and inclusion in the Library and Information Studies career field
   a. Provide more support and mentorship for our undergraduate underrepresented populations as part of the library’s pre-MLIS intern mentoring program for EIU
   b. Collaborate with regional library schools to provide underrepresented students practicum and internship opportunities at Booth Library

4. Emphasize intentionality
   a. Continue to develop collections that represent our diverse community
   b. Form an active Diversity and Inclusion Committee to focus on organizational culture and identify opportunities
   c. Promote participation of faculty and staff in professional development activities essential for improving our service to students and to our commitment to diversity and inclusion

5. Collaborate with campus partners to support faculty, staff, and student retention for underrepresented members of our campus population
   a. Co-sponsor activities of underrepresented Registered Student Organization groups
   b. Co-sponsor campus diversity and inclusion events and workshops
   c. Support faculty and staff engagements with Affinity Groups
Emphasize Communication and Collaborative Partnerships

Library Services reflects the unity of purpose and collaboration inherent at EIU. We will further expand and strengthen our already extensive collaborative partnerships in support of our students, scholars, and community.

1. **Formalize a communication strategy**
   a. Create a centralized library communication plan
   b. Create unified Library Services messaging
   c. Create a promotional campaign emphasizing faculty and staff services and expertise

2. **Strengthen Library Services with strategic collaborative partnerships**
   a. Maintain active participation in organizations that promote resource sharing, group purchasing, and systems support, such as OCLC, CARLI, and regional library systems
   b. Identify opportunities to collaboratively share resources and services
   c. Develop collaborative events, workshops, and conferences
   d. Support stakeholder groups with collaborative use of library spaces

3. **Strengthen library and campus connections**
   a. Develop strong lines of communication and a sense of community with campus partners
   b. Partner with stakeholders invested in supporting active learning and digital scholarship
   c. Partner with campus committees and RSOs on exhibit and program planning
   d. Encourage active faculty participation in shared governance, and in diversity and inclusion initiatives

4. **Strengthen community connections**
   a. Forge partnerships with regional and local school districts
   b. Network with regional public libraries
   c. Personalize Library Services to local organizations
   d. Strengthen relationships with library supporters outside of the University
Define and Invest in Technology
Development and Support

Scholarship in the 21st century is increasingly reliant on new technologies, equipment, software, and service support. Effective research demands complex networks created in and accessible only through technology. We commit to supporting our students and scholars by investing resources into continually improving and updating educational technologies as needs emerge.

1. Establish the parameters of Library Technology Services (LTS)
   a. Collaborate with campus Information Technology Services (ITS) to define the scope of LTS responsibilities and services
   b. Invest in resources and personnel necessary to support the LTS role

2. Facilitate a cross-disciplinary educational technology hub for research and digital scholarship in the library
   a. Create and sustain the Center for Student Innovation (CSI)
   b. Support initiatives that integrate technology into courses and assignments

3. Invest in technology
   a. Identify funding resources that support technology needs for student success
   b. Advocate for timely refresh cycle of technology equipment
   c. Pursue grant and other external funding to support purchase of cutting-edge technologies

4. Invest in personnel
   a. Provide sustainable staffing to support the Center for Student Innovation and the Library Technology Services desk
   b. Develop a program for continual professional development of faculty and staff in digital scholarship and technology knowledge and support to address student point-of-need information and technology help
   c. Form a network of identified technology experts
Commit to a Robust Information Resources Collection

We commit to cultivating a robust collection of information resources that connects our diverse body of students and scholars with the knowledge to achieve excellence in teaching, research, scholarship, and creative activity.

1. Improve and increase resource funding
   a. Develop a framework to obtain additional funding for resources in support of new and expanded academic programs
   b. Advocate for funding necessary to maintain and grow resource collections with wide disciplinary coverage
   c. Expand consortial collaborations to leverage cost containment and increase reach and depth of collections
   d. Supplement budget support with grants, donations, and fundraising

2. Expand growth and visibility
   a. Increase marketing/promotion of existing information resources
   b. Continue to integrate Open Access and transformative publishing resources into the collection
   c. Support diversity of formats in resource collection
   d. Encourage unique and local resource collection
   e. Support intentionality in diversity and inclusion in resource collection
   f. Develop discovery tools for ease of access

3. Target resources for maximum impact
   a. Develop a framework for regularly assessing the allocation of resource funding
   b. Revise collection development policies to meet emerging trends in funding, usage patterns, formats, and access
Focus on Assessment

Our commitment to excellence in resources and services for our students and scholars is supported by focusing on continual assessment and improvement. Our plan is to integrate assessment into the core of our organization.

1. **Formalize assessment activities**
   a. Emphasize library impact on student success and retention
   b. Implement a widespread culture of evidence/outcomes-based practices
   c. Promote library-wide involvement and participation
   d. Utilize the formal structure of the assessment committee to work in close partnership with departments in the library for continued review and feedback
   e. Explore and determine the format and frequency of assessment inquiries
   f. Report and promote findings to the larger community as applicable

2. **Continue to assess resource use**
   a. Measure student and scholar use of library resources
   b. Identify areas of resource needs

3. **Continue to evaluate the information literacy program**
   a. Identify information literacy learning outcomes that align with best professional practices and new campus-wide assessment priorities
   b. Establish a formal partnership between the information literacy program and the General Education Committee for formally implementing and assessing the information literacy learning outcomes as part of a revised curriculum
   c. Identify and support additional University curricular information literacy needs
   d. Identify quantitative and qualitative assessment instruments that can be uniformly implemented across information literacy instruction

4. **Focus on underrepresented groups**
   a. Develop a program for continual feedback from underrepresented groups
   b. Identify and investigate potential improvements of library resources/services for these groups
Strengthen Resources and Staffing
Essential to Student Success

A library is the people, resources, and services it offers. Our goal is to provide forward-thinking, comprehensive service conducive to the research and scholarship needs of the campus community. Appropriately, our strategic plan includes a dedicated focus on attaining the resources and staffing essential to realize our strategic goals in services, spaces, diverse and inclusive organizational culture, collaborative partnerships, technology and collections necessary for the pursuit of scholarship and data-driven assessment of our efforts.

Resources

1. Improve budget flexibility to meet strategic priorities
   a. Forge strategic partnerships for revenue generation and fiscal efficiencies
   b. Identify opportunities to repurpose existing fund lines and develop internal sources of revenue generation
   c. Actively pursue external sources to increase revenue

Staffing

2. Identify staffing priorities and attain personnel to meet them
   a. Attain staffing and faculty levels that support campus-wide recommendations commensurate with student success and retention
   b. Define emerging library roles to inform existing and future staffing decisions
   c. Conduct an environmental survey to strategically apply existing personnel resources
      i. Identify areas to revise/repurpose
      ii. Identify areas of need
   d. Advocate for additional positions as needs are identified
   e. Increase opportunities for civil service advancement

3. Invest in professional development
   a. Create opportunities for civil service professional development
   b. Increase funding and flexibility for faculty professional development
Strategic Planning Committee Members

Zach Newell – Chair
Tristum Bennett

Steve Brantley
Arlene Brown
Todd Bruns
Janice Derr
Beth Heldebrandt

Tina Jenkins
Stacey Knight-Davis
Ron Levellie
Michele McDaniel
Brad Tolppanen