

**FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY LIBRARIES  
STRATEGIC PLAN  
2010 - 2020**

*2020 Vision with Courage*

**INTRODUCTION**

The Florida A&M University mission, vision, and core values serve as the foundation for the mission, vision and core values of the University Libraries. They serve also as the foundation for the construction of the Libraries' ten year strategic plan.

The ten year strategic plan for the University Libraries is presented as follows:

- Statements of vision, mission and core values for the operations of the libraries.
- Planning context
- SWOT analysis ( library Strengths, Weaknesses, Opportunities, and Threats)
- Emerging issues and trends to monitor
- Assumptions
- Strategic initiatives, goals, strategies and performance measures

**Vision Statement**

The Florida A&M University Libraries will provide information, technology, resources and services to our users whether on campus or across the globe. These services and resources will be provided in such a way that we positively meet and exceed expectations.

**Mission Statement**

The Mission of the Florida A&M University Libraries is to provide a user centered information environment that supports inspirational teaching, exemplary research, meaningful service, and lifelong learning to the local and global university community.

**Core Values**

Accountability, Collaboration, Collegiality, Courage, Diversity, Ethics, Excellence, Fairness, Fiscal responsibility, Freedom, Innovation, Integrity, Openness, Opportunity, Respect, Scholarship, Service, Shared governance

**PLANNING CONTEXT**

**Libraries**

The University Libraries include the Samuel H. Coleman main library and its branch libraries. Branch libraries include the Science and Research Center Library, the School of Journalism and Graphic Communication Resources Center, and the School of Architecture Library. The University Libraries also support the FAMU/FSU College of Engineering Reading Room and the FAMU Developmental Research School. The campus libraries collaborate with the Florida A&M University College of Law Library located in Orlando, Florida. All faculty and students have full access to the facilities and services of the libraries.

**Facilities**

The main facility, Coleman Memorial Library occupies approximately 88,964 net square feet. The University Libraries presently have a seating capacity of 1073, including group study rooms, 20 graduate/faculty study rooms, a student study lounge and cafe, and seating for 16 in the library courtyard. The Coleman Library includes a state of the art information literacy classroom, a student presentation and practice room, a student digitization suite, a staff digitization production laboratory, an 18 seat conference

room, and the Heritage Room. All library facilities and the immediate grounds offer convenient wireless access.

Over 20,000 additional square feet are available in the branch libraries and reading rooms. The Architecture Library, located in the School of Architecture has 7,725 net square feet with seating for 75 students; the Science Research Center Library has 10,000 square feet and seating for 142 students; the School of Journalism and Graphic Communication Resources Center occupies 3,045 square feet and seating for 75 students; the FAMU-FSU College of Engineering Reading Room housed in the Famu-FSU College of Engineering, occupies approximately 1,445 square feet, provides seating for 35 students; and the Developmental Research School (DRS) Media Center located in the Developmental Research School occupies 1,667 square feet.

### **Collections**

Library collections, including Law, presently include nearly 991,000 cataloged volumes, over 458,000 microforms, over 76,800 media resources, over 6,500 print serial and/or journal titles and 89,000 electronic journal titles. Since 1936, FAMU has also been designated as a selective depository for United States government publications. There are over 580,700 items in the government documents depository collection. In addition to these resources owned by the University Libraries, Interlibrary Loan services provide access to the holdings of cooperating libraries.

### **Services**

Experienced and distinctly qualified staff provide assistance to our customers. These user centered services are available to our customers at each of the libraries and support a variety of quality information service needs. Along with face to face assistance, users have access to reference services via local and toll free telephone, electronic mail, online chat service, and fax. Students, faculty and staff have access to collections, resources and services 24 hours a day, seven days a week, either through the 114.75 hours that the main library is open or through the library web page. In addition to electronic resources, services such as instruction, interlibrary loans, loan renewals, course reserves, reference assistance, instruction, and distance learning services are also accessible from the web page. The Information Commons in Coleman Library, allows users to access main library services from one common area. Services include borrowing privileges, course reserves, reference and research services, and systems support services. Librarians liaison with all academic units to assure that the collection supports defined curricular goals and that adequate services, including instruction are provided. These combined services are designed to encourage users to select the FAMU Libraries as their library of first choice.

### **Collaborative Initiatives**

The University Libraries value and maintain cooperative partnerships with many external agencies. The Libraries maintain borrowing agreements and memberships that mutually enhance the availability of resources for FAMU and other Florida learning communities.

The Libraries have established partnerships with the State University Libraries of Florida, the Florida College System, and the State Library of Florida. In addition, the Library partners with the Tampa Bay Library Consortium. The FAMU community along with the citizens of Florida, has access to the Florida Electronic Library; a service provided by the State Library of Florida.

The University Libraries hold memberships with the Florida Center for Library Automation (FCLA), the Florida Virtual Campus, and the Southern Regional Education Board (SREB). The Libraries also maintain memberships in the 1890 Library Deans/Directors Association, Lyasis, HBCU Library Alliance, Panhandle Library Access Network, the Florida Library Information Network, and the Consortium of College and University Media Centers.

## SWOT ANALYSIS

### STRENGTHS

Library Facilities  
Library staff  
Leadership and management  
Technology leadership  
Collaboration Networking Partnerships

Assessment  
Library Information Commons  
Library management system  
Diversity  
Cross trained staff

### WEAKNESSES

Security for resources  
Retrospective collections  
Communications  
Customer awareness of resources  
Customer copying, faxing, and printing, and

scanning  
Customer information literacy awareness  
Marketing and publicizing  
Research partnerships  
Library faculty research/publications  
Impending retirements

### OPPORTUNITIES

Florida Center for Library Automation (FCLA) support  
Professional Development through PLAN (Panhandle Library Access Network)  
State of the art library management system (ALEPH)  
Tampa Bay Library Consortium  
Web publishing  
SUS Consortium of State University Libraries (CSUL) collaboration

### THREATS

Salaries  
Security for resources  
Technology support  
Escalating costs of library materials  
Economy  
National shortage of librarians

### TRENDS TO MONITOR

Increasingly interconnected environment  
Consortial and other shared arrangements (U-Borrow, Rapid ILL, Single bibliographic record for SUS holdings)  
National shortage of librarians  
Cloud computing  
Shared cataloging  
New cataloging code: Functional Requirement for Bibliographic Records (FRBR) to replace AACR2  
New authority code: Functional Requirements for Authority Data (FRAD)  
Resource Description and Access (RDA)  
User mediated selection  
Open source software  
Web 2.0 apps  
Mobile information delivery  
Web Publishing  
Assessment of learning outcomes  
Return on Investment (ROI)  
e-GOV  
Grant funding  
Digitization  
Millennials  
Wikimania  
Decreased print of newspapers and periodicals

## ASSUMPTIONS

Listed below are those assumptions that underpin the strategic plan:

1. The University Libraries actively support and are central to achieving the University's mission.
2. The University will benefit as the libraries are sustained with necessary human, fiscal and technological resources.
3. The University Libraries are customer centered.
4. The University Libraries operate in an information rich and change environment. This mandates that library employees are engaged in the best development activities and be on the forefront of change at the University.

## THE PLAN

Strategic Initiative 1: Create a 21st century collegiate learning community through library and information services

Goal 1.1: Enhance Access to the University

Strategy 1.1.1: Implement effective and targeted recruitment strategies

Performance Measures(s):

- 1.1.1.1 Conduct a library welcome event for students annually. Seek to personally greet and assist at least 300 persons during the event.

Strategy 1.1.2: Provide library resources and services to support the Distance Learning and Online Programs of the University

Performance Measures(s):

- 1.1.2.1 Exceed customer expectations for distance learning support by achieving a score of 8.03 incrementally or better over 9 years, on the LibQUAL statement; *Make information easily accessible from remote locations*
- 1.1.2.2 Annually provide library orientation for at least 50% of new distance learning faculty

Goal 1.2: Continuous enhancement of the student library and information experience

Strategy 1.2.1: Enhance the library learning environment

Performance Measures(s):

- 1.2.1.1 Exceed student expectations by achieving a rating of 8.14 or more incrementally over the next 6 years on the LIBQUAL statement; *Comfortable and inviting location*
- 1.2.1.2 At least 80% of respondents on the Library Universal User Survey administered in the fall and spring, will state that they "agree" to "strongly agree" to the statement; *The climate, lighting, and seating spaces in the library are conducive*

*to learning*

1.2.1.3 Exceed student expectations over the next 6 years by incrementally achieving a rating of 8.06 or more on the LibQUAL statement; *Space for group learning and study*

1.2.1.4 Enhance availability of user spaces by 2020 through Facilities Planning by having approved construction of an additional wing for Coleman Library

Strategy 1.2.2: Enhance access to technology

Performance Measures(s):

1.2.2.1 Exceed student expectation over the next 10 years by incrementally achieving a rating of 8.12 or more on the LibQUAL statement; *Modern equipment that lets me more easily access needed information*

1.2.2.2 On the local bi-annual Library Universal User Survey, at least 90% of respondents will “agree” to “strongly agree” with the statement; *Computer support meets my research needs*

1.2.2.3 On the local bi-annual Library Universal User Survey, at least 85% of respondents will “agree” to “strongly agree” with the statement; *Computer software supports my resource needs*

Goal 1.3: Continuous assessment of the student library and information experience

Strategy 1.3.1: Assess critical thinking skills of undergraduate students

Performance Measures(s):

1.3.1.1 At least 80% of freshmen who attend information literacy sessions as part of their coursework will score a minimum of 70% on the information literacy post test

Strategy 1.3.2: Enhance the information literacy program to address the needs of students across disciplines

Performance Measures(s):

1.3.2.1 Follow the Association of College and Research Libraries (ACRL) Information Literacy Competency Standards for Higher Education.

1.3.2.2 Assessment of the Information Literacy program at the end of each spring semester will indicate increasing alignment to ACRL standards

Strategy 1.3.3: Continuously and systematically assess the student library experience

Performance Measures(s):

1.3.3.1 On the Office of Institutional Research Exit Survey, at least 70% of respondents will state that they are “Somewhat Satisfied” to “Very Satisfied” with University Library services

Goal 1.4: Enhance student retention

Strategy 1.4.1: Enhance student retention and success by developing a Learning Commons

Performance Measure(s):

- 1.4.1.1 Provide the convenience of structured tutoring services within the libraries through collaboration with colleges, schools and organizations
- 1.4.1.2 Provide the convenience of administrative help services within the libraries through collaboration with campus non-academic departments

Strategy 1.4.2: Enhance student retention

Performance Measure(s):

- 1.4.2.1 Exceed customer expectations over the next 3 years by achieving a rating of 8.14 or more on the LibQUAL statement, *Employees who deal with users in a caring fashion*

Strategy 1.4.3: Enhance and promote diversity

Performance Measure(s):

- 1.4.3.1 Enhance diversity across all levels of staffing
- 1.4.3.2 At least 70% of polled International students and/or students enrolled in international studies will agree that the collection and staff diversity meets their needs

Strategy 1.4.4: Provide services to support perceived user need

Performance Measure(s):

- 1.4.4.1 Study all user requests and implement at 50% of those requiring no funding, and prioritize implementation of requests that must be funded

Goal 1.5: Support the assessment and enhancement of the university's current degree programs

Strategy 1.5.1: Support the enhancement and maintenance of current academic degree programs

Performance Measures(s):

- 1.5.1.1 Maintain appropriate library resources and services to support programmatic needs, program reviews, and specialized accreditation
- 1.5.1.2 Maintain library information resources and services to comply with SACS-COC standards

Goal: 1.6: Support the development and implementation of new degree programs based upon University priorities

Strategy 1.6.1: Support the development of new degree programs as defined by the University

Performance Measures(s):

- 1.6.1.1 Conduct administrative reviews of library resources and services as required for new degree programs

- 1.6.1.2 Participate in the University program Authorization Review Committee (UPARC)

## Strategic Initiative 2: Enable excellence in library processes and procedures

Goal 2.1: Maintain and enhance core work library processes and procedures

Strategy 2.1.1: Enhance the library management system (LMS)

Performance Measures(s):

- 2.1.1.1 Conduct at least one survey of the LMS biannually.
- 2.1.1.2 Ensure representation to each SUS Library Management System committee as a means of contributing to the common System and supporting our local processes.

Goal 2.2: Enhance accountability of library processes

Strategy 2.2.1: Maintain fiscal responsibility

Performance Measure(s):

- 2.2.1.1. Seek to partner with campus and consortial units in negotiating purchase agreements and other cost savings initiatives

Strategy 2.2.2: Support social justice initiatives

Performance Measure(s):

- 2.2.2.1 Develop a plan for establishing and sustaining green library spaces by spring 2012
- 2.2.2.2 Develop a purchasing plan to optimize the use of green materials and resources by spring 2011

Goal 2.3: Enhance and assess employees' experiences

Strategy 2.3.1: Review employee performance instruments every two years and revise as needed

Performance Measures(s):

- 2.3.1.1 Review library faculty promotion criteria and guidelines every two years and revise as necessary

Strategy 2.3.2: Assess and enhance library employee satisfaction

Performance Measure(s):

- 2.3.2.1 Develop an internal employee satisfaction survey to administer by spring 2011 to yield a satisfaction rate of 75%
- 2.3.2.2 Develop a plan for systematically recognizing library faculty and staff contributions to the fulfillment of the mission of the libraries

Goal 2.4: Improve communications and cooperation within the libraries, campus, and external partners

Strategy 2.4.1: Enhance communications with campus external partners

Performance Measure(s):

- 2.4.1.1 Increase communications by publishing, at a minimum one fall and one spring library newsletter

Strategy 2.4.2: Enhance communications within the libraries

Performance Measure(s):

- 2.4.2.1 Create communication workflows by summer 2011 to be reviewed annually
- 2.4.2.2 Provide a library intranet by fall 2012

Strategic Initiative 3: Develop, enhance, preserve and make accessible appropriate and adequate resources and services to support the mission of the University

Goal 3.1: Continue to provide appropriate and adequate library resources

Strategy 3.1.1: Enhance the library collection

Performance Measure(s):

- 3.1.1.1 Annually review, and revise as necessary, collection development guidelines and procedures
- 3.1.1.2 Acquire at least 20,000 volumes annually to close identified gaps in the collection
- 3.1.1.3 Hold at least one meeting each semester with department liaisons to insure that the library collection supports FAMU's research initiative

Strategy 3.1.2: Maintain and preserve library collections

Performance Measure(s):

- 3.1.2.1 Identify and provide preservation treatment to 25% of pre-civil war and 19th century volumes annually over the next four years.
- 3.1.2.2 Adopt standards to ensure environmental control for the main and branch libraries

Strategy 3.1.3: Enhance access to library and information resources

Performance Measure(s):

- 3.1.3.1 Construct and administer usability studies annually to access the integrity of the online catalog
- 3.1.3.2 Identify and provide access to esoteric materials such as vertical files, special



issues of newspapers, and recordings at the rate of 25% of the collection over four years

3.1.3.3 Seek to provide secure remote access to library resources by fall 2012

3.1.3.4 Add at least 2 University digital collections annually to the FAMU Digital Resources Center (FDRC) which serves as a campus repository

Strategy 3.1.4: Address complex issues related to the development and use of new models of scholarly communications

Performance Measure(s):

3.1.4.1 Seek to initiate development and adoption of a FAMU Open Access Policy

Goal 3.2: Continue to provide appropriate and adequate user centered library services

Strategy 3.2.1: Enhance library services

Performance Measure(s):

3.2.1.1 Transform the Information Commons over five years into a Learning Commons by adding one new service partner each year

Strategy 3.2.2: Enhance access to library services

Performance Measure(s):

3.2.2.1 Pilot document delivery services to faculty and administrators fall 2010; extend to general users by fall 2011 as appropriate

3.2.2.2 Implement a vending solutions to enable supplies, book or movie vending by fall 2012

Strategy 3.2.3: Increase user awareness of library services

Performance Measure(s):

3.2.3.1 Make use of at least one campus or local media outlet each semester to publicize library news.

3.2.3.2 Collaborate with at least 2 campus student organizations annually to raise awareness of library resources and services.

3.2.3.3 Seek to have a student representative on the Library Services Committee, and internal library committees that impact customer services.

Strategic Initiative 4: Enable Excellence in University Relations and Development

Goal 4.1: Develop and support meaningful services to the local, state, and national communities

Strategy 4.1.1: Engage in University economic development initiatives

Performance Measure(s):

- 4.1.1.1 Develop and provide library and information resources that support the University's economic development initiatives

Strategy 4.1.2: Engage in community services to Leon County K-12 Public Schools

Performance Measure(s):

- 4.1.2.1 Engage in at least one activity annually in support of the University's Leon County K-12 initiative
- 4.1.2.2 Annually participate in University holiday giving opportunities

Strategy 4.1.3: Engage in service to community organizations throughout the state and region

Performance Measure(s):

- 4.1.3.1 Annually provide at least one cultural and/or literary event open to the University and community
- 4.1.3.2 Participate in the University's initiative to support the needs of the Black Belt region

Strategic Initiative 5: Administer the human resources development program of the libraries to achieve the mission of the University

Goal5.1: Attract and retain excellent and diverse library faculty and staff

Strategy 5.1.1: Promote diversity and inclusion among faculty, staff and students

Performance Measure(s):

- 5.1.1.1 Participate in library specific diversity sensitivity training by spring 2012 to be continued on a five year cycle
- 5.1.1.2 Increase opportunities for socialization among library employees

Strategy 5.1.2: Attract and maintain excellent faculty and staff

Performance Measure(s):

- 5.1.2.1 Seek salary equity for existing and advertised positions to reach within 3% of HBCU and/or SUS peers
- 5.1.2.2 Establish a formal staff development program to include at least 3 activities per year
- 5.1.2.3 Develop a succession program for targeted library leadership positions
- 5.1.2.4 Demonstrate excellence by exceeding customer expectations by achieving a LibQUAL+ rating of 8.10 or more within 6 years on the statement; *Employees who have the knowledge to answer users' questions*
- 5.1.2.5 Demonstrate excellence by exceeding customer expectations by achieving a LibQUAL+ rating of 8.07 or more within 6 years on the statement;

*Dependability in handling users' service problems*

Goal 5.2: Restructure the library organization to meet current and future service needs of the University

Strategy 5.2.1 Assess and make revisions as justified to the libraries' organizational design

Performance Measure(s):

- 5.2.1.1 Benchmark peer and aspirational peer libraries
- 5.2.1.2 Strategically realign staffing to support new library initiatives and priorities