

Five Year Strategic Plan  
for  
Florida Agricultural and Mechanical University Libraries

Academic Year 2004-2005 to Academic Year 2009-2010

**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' five year strategic plan.

The five 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 all 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 life long learning to the local and global university community.

The Libraries seek to reach their mission by accomplishing the following five goals:

1. **Services** – Forecasting, establishing, promoting, maintaining, and assessing a range of user centered library services that facilitate the highest quality of instructional, research and educational outcomes.
2. **Collections and Access** - Providing information resources to local and distant users that are appropriate to support the teaching, research, and service mission and vision of the University.
3. **Human Resources and Development** – Attracting and providing sufficient, experienced and distinctly qualified human resources.
4. **Library Environment** - Providing user centered environments that enable users to efficiently and effectively meet learning outcomes, research and instructional

- goals.
5. **Administrative Processes and Accountability** – Researching, implementing, communicating, and assessing best administrative and management practices that support the vision and mission of the University Libraries and that meet the standards and regulations of the University, professional, governing and accrediting bodies.

### Statements of Core Values

#### **Accountability**

We are dedicated to the efficient use of resources. We accept the responsibility of public trust and are accountable for our actions.

#### **Collaboration**

We value communication, sharing and team work.

#### **Collegiality**

We value openness and equality to ensure a best learning and working environment.

#### **Courage**

We value the courage to take decisive actions and stand up for our beliefs.

#### **Diversity**

We value and promote diversity of opinion and freedom of speech as reflected in our services and operations..

#### **Ethics**

We value, practice and teach the ethical use of information and work practices.

#### **Excellence**

We value excellence in servicing our users.

#### **Fairness**

We value fair and responsible use of information and organizational practice.

#### **Fiscal Responsibility**

We value fiscal and programmatic integrity and practice good stewardship.

#### **Freedom**

We value the rights and responsibilities of academic and **intellectual freedom**. We abide by the American Library Association's Bill of Rights

#### **Innovation**

We value innovation in addressing change and meeting user's needs.

#### **Integrity**

We are committed to the principles of truth and honesty.

#### **Opportunity**

We value maximizing learning opportunities.

#### **Respect**

We respect employees as our greatest asset and users as our *raison d'être*.

#### **Scholarship**

We value scholarship in all forms, including teaching, learning, investigating, applying, and creating results.

#### **Service**

We believe that service to others is a noble and worthy endeavor.

## PLANNING CONTEXT

### **Libraries**

The Samuel H. Coleman Memorial Library and its branch libraries provide information services for the University Community. 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 main campus libraries collaborate with the Law Library, a professional school library, under the auspices of the College of Law. All faculty and students have full access to the facilities of FAMU's Coleman Memorial Library, branch libraries, and reading rooms. These facilities support faculty and student use of information and technology for teaching, learning, and research.

### **Facilities**

Coleman Memorial Library occupies approximately 88,964 net square feet. Almost 20,000 additional square feet are available in the branch libraries and reading rooms. The University Libraries presently have a seating capacity of 834, including group study rooms, a student study lounge and cafe, and 20 graduate/faculty study carrels. The recent addition to Coleman Library includes a state of the art information literacy classroom and teleconference rooms. All library facilities enjoy dense fiber optic wiring. In addition to fiber wiring, much of the main library and its immediate grounds offer wireless Internet access, enabling students and faculty convenient and generous access to the wireless network.

### **Collections**

Library collections, including Law, presently include over 1,097,800 cataloged volumes, over 208,150 microforms, over 75,900 non-print resources, and over 6,000 serial and/or journal titles. Since 1936, FAMU has also been designated as a selective depository for United States government publications. There are over 562,000 items in the government documents depository collection. In addition to the resources owned by the University Libraries, our Interlibrary Loan services provide access to holdings of other cooperating libraries.

### **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 Community College Libraries of Florida, and the State Library of Florida. In addition, 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; SOLINET, and the HBCU Library Alliance. They are also members of the Panhandle Library Access Network (PLAN).

### **Public Services**

Library staff provide assistance with all library materials and information services. Reference service is provided to library users in each library. In addition to standard reference services, *Ask-a-Librarian* service provides virtual reference service. Throughout each semester, the Libraries provide group orientation programs designed to orient users to resources and services and their best use. Individual research assistance is available at the reference desk in each library. In addition, library faculty work with teaching faculty to develop and present instruction on the effective use of specialized information resources. Appropriate hardware, software and technical support is provided to enable successful delivery of all services.

## **SWOT ANALYSIS**

### **Strengths**

- Facilities – Coleman Library and Annex, Renovated Architecture Library, New Science and Research Library, New Journalism and Graphic Communication Resources Center
- Staff – committed, qualified, experienced
- Leadership and management
- Technology - Campus leaders in implementation of new technologies
- Collaboration and networking and partnerships
- Florida Center for Library Automation (FCLA) support
- Professional Development through PLAN (Panhandle Library Access Network)
- State of the art library management system (ALEPH) adopted May 2005
- Assessment

### **Weaknesses**

- Salaries low and non-competitive
- Difficulty in obtaining adequate resources
- Inadequate building security to secure resources
- Limited budgets and freezes
- Size of staff and impending reductions via Deferred Retirement Option Program (DROP)
- Quality and quantity of collections in some areas, especially retrospective collections
- Overall level of communication with internal customers within the Library System
- Excess dependence upon Other Personnel Services (OPS) staff for critical weekend and evening shifts
- Communicating and enforcing policies

- Technology support not available for all hours that the library is open
- Lack of adequate inventory and use of library resources
- Quality and quantity of some equipment.
- Lack of adequate auxiliary support systems
- Dependency on another university to host Interlibrary Loan server.

### **Opportunities**

- Making the best use of Aleph, the new library management system.
- Seeking greater staff diversity
- Seeking additional staff with technological expertise
- Promoting and marketing services and collections
- Building teams within the library system
- Utilizing state-of-the-art technology to the best advantage
- Making full use of professional development opportunities
- Continuing cooperative development of digital collections
- Promoting value of information literacy
- Partnering more with teaching faculty to insure learning outcomes
- Partner with faculty in research initiatives
- Contribute to the library literature
- Increase and refine assessment activities
- Continue to seek out opportunities for collaboration and networking
- Provide wholistic information services to users by the establishment of an Information Commons
- Make opportunities to increase literacy instruction to library faculty and distance learners on new resources
- Lobby for increased funding
- Cross train staff as a part of professional development
- Improved services to disabled customers.

### **Threats**

- Library users do not have reliable access to reproductive services; copying and printing. Being able to take information away in some format is basic to having full access to information. This lack causes customer dissatisfaction and wrongly damages the credibility of the libraries, since we are not responsible for those services.
- Static budgets
- Escalation of costs of library materials, especially serials and digital material licenses.
- Misunderstandings regarding authority and comprehensiveness of information on the Internet
- Misconception of available resources
- National shortage of librarians
- Impending retirements
- The Patriot Act

## **Emerging Issues and Trends to Monitor**

- Increasingly interconnected environment
- Increased dependence on systems support for the range of library activities in a digital environment
- Consortial and other shared arrangements (ILL, reciprocal borrowing, document delivery)
- Increased collaboration with partners in regards to collections, services, preservation, facilities, etc.
- Interconnectivity with non-library systems such as PeopleSoft campus portals
- Use of common services such as authentication across applications
- Preservation and conservation of resources
- Google Scholar
- Google Print
- Devaluation of the MLS degree
- Funding issues (inflation and increasing prices of electronic resources; essential print resources with no digital equivalent)
- Seamlessness, convenience, self service, and personalization are important to users
- Downsizing
- Impending retirements of librarians and national shortage of librarians
- Campus wide information literacy programs
- Information Commons
- Americans with Disability Act (ADA) Compliance issues
- New technologies (RSS/ Podcasting) of instruction

## **ASSUMPTIONS**

In any strategic planning process, it is essential to identify basic planning assumptions. Listed below are those assumptions essential to the development of this strategic plan:

- The University Libraries will be instrumental partners as FAMU continues to provide opportunities for African Americans and persons of all races, ethnic origins and nationalities to receive a quality education with the combined support of the state, federal government, and the private sector;
- The University will benefit as the libraries obtain the necessary human, fiscal and technological resources; the University will implement university-wide initiatives to effectively cope with emerging issues facing the Libraries and the University.
- The University Libraries will be partners as FAMU strengthens and enhances teaching and learning in its undergraduate programs and expands its emphasis on graduate programs, grantsmanship, research, and international education and the attainment of learning outcomes.

- The University Libraries intend to be a customer centered organization, and will engage in regular and systematic assessment and evaluation to be sure that our operations reflect that intention.
- The University Libraries are part of and at the forefront of continual change in the way persons access and process information. That mandates that library staff are engaged in the best development activities and are change agents as is appropriate for the campus.

## STRATEGIC INITIATIVES

The University Libraries support the University mission through five strategic initiatives:

**Strategic Initiative 1: Services: To provide access, regardless of location, to meaningful, quality, and timely information services to support the academic community.**

(Supporting FAMU Strategic Plan: Strategic Initiative 1, goal 1.1, strategies 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.5); (Strategic Initiative 1, goal 1.3, strategies 1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6); (Strategic Initiative 1, goal 1.4, strategies 1.4.1.); (Strategic Initiative 2, goal 2.3, strategies 2.3.1, 2.3.2); (Strategic Initiative 4, goal 4.2, strategies 4.2.1., 4.2.2) (Strategic Initiative 5, goals 5.1, 5.2)

**Goal 1.1: Establish, maintain, and evaluate user centered library services for teaching, learning, and research.**

Strategy 1.1.1: Provide competent, quality, and timely instruction to the University community through a variety of reference instructional services.

Performance Measure(s):

- 1.1.1.1 Establish a User Education Team to focus on the information literacy program and guidelines.
- 1.1.1.2 Identify new trends and user needs.
- 1.1.1.3 Tailor instruction to patron's needs.
- 1.1.1.4 Implement and promote a vibrant information literacy program to the University community.
- 1.1.1.5 Establish substantial and collaborative relationships with faculty to integrate information literacy into the curricula of core and other courses.
- 1.1.1.6 Develop learning outcomes for the information literacy program.
- 1.1.1.7 Develop online tutorials and link to course management systems (CMS).
- 1.1.1.8 Provide aggressive onsite and remote instruction on the use of the library management system: Aleph/ExLibris and link to CMS.

1.1.1.9 Assess the effectiveness of the information literacy program.

Strategy 1.1.2: Expand and develop user-centered reference services to users when and where services are needed.

Performance Measure(s):

- 1.1.2.1 Establish a reference presence wherever users might look for it (service desks, online chat/e-mail, telephone, stacks, etc.).
- 1.1.2.2 Establish an outreach services team to be proactive in promoting services and resources via the Libraries' web page, literacy sessions, and other outreach services.
- 1.1.2.3 Develop electronic pathfinders and incorporate into CMS that guide students to appropriate resources such as bibliographic records, electronic resources, specialized web pages, and tutorials.
- 1.1.2.4 Ensure that the library portal provides access to appropriate information, services, and resources.
- 1.1.2.5 Review and revise all reference service policies to reflect current practices, technological applications, and utilization of best practices.

Strategy 1.1.3: Establish an Information Commons area in Coleman Library.

Performance Measure(s):

- 1.1.3.1 Seek authorization through the Provost's Office to call a library summit to include key stakeholders.
- 1.1.3.2 Institute an academic component to discuss support for information commons area in Coleman Library.
- 1.1.3.3 Benchmark successful Information Commons at other universities to determine necessary service components for FAMU.
- 1.1.3.4 Invite a recognized consultant to assist faculty and staff in designing the Information Commons program for FAMU.
- 1.1.3.5 Enlist the support of the Office of Facilities Planning to design and renovate space for the Information Commons in Coleman Library.
- 1.1.3.6 Form partnerships with all stakeholders, including students.
- 1.1.3.7 Hire, train staff and open the Information Commons.
- 1.1.3.8 Evaluate services and assess satisfaction with Information Commons.
- 1.1.3.9 Continuously improve service offerings via Information Commons.

Strategy 1.1.4: Provide year-round assessment of user satisfaction with library services through a variety of methods.

Performance Measure(s):

- 1.1.4.1 Develop a library assessment plan in conjunction with the University Assessment Committee.
- 1.1.4.2 Develop and implement assessment instruments for the information literacy program in accordance with the Association of College and Research Libraries (ACRL) Information Literacy Competency Standards for Higher Education.
- 1.1.4.3 Assess user satisfaction with library services using LibQUAL+ and other means of assessment.

Strategy 1.1.5: Maximize services provided by Access Services to support research and instruction.

Performance Measure(s):

- 1.1.5.1 Ensure that shelving and signage are accurate at all times.
- 1.1.5.2 Cross train Interlibrary Loan, Circulation, Branch and other staff as appropriate.
- 1.1.5.3 Revise policies and procedures to ensure optimal use of Aleph.
- 1.1.5.4 Identify improved technologies to facilitate Inter Library Loan activities.
- 1.1.5.5 Explore ways to fully utilize Aleph for circulation, course and library reserve services.
- 1.1.5.6 Develop policies for managing remote storage.
- 1.1.5.8 Inventory the Reserve Collection.
- 1.1.5.7 Explore opportunities for document delivery; develop and submit proposals.

Strategy 1.1.6: Optimize use and provide full access to government information

Performance Measure(s):

- 1.1.6.1 Maintain Government Printing Office (GPO) item selection profile in accordance with user needs.
- 1.1.6.2 Maintain MARCIVE profile.
- 1.1.6.3 Increase access to government information in all formats via the online catalog.
- 1.1.6.4 Include government information in all program reviews and information literacy sessions.
- 1.1.6.5 Publicize new government resources added to the collection and/or made accessible to the university community.
- 1.1.6.6 Maintain timely processing of government documents.
- 1.1.6.7 Accurately reflect the scope of the government documents collection in the online catalog.

Strategy 1.1.7: Optimize use of microform resources

Performance Measure(s):

- 1.1.7.1 Acquire digital reader/printers for Micromedia area.
- 1.1.7.2 Inventory all microform collections.
- 1.1.7.3 Catalog all microform collections that are not cataloged.
- 1.1.7.4 Publicize Micro Media collections to the university community.

Strategy 1.1.8: Increase accuracy in finding serial and periodical publications in all formats

Performance Measure(s):

- 1.1.8.1 Plan and implement procedures to ensure accurate holdings for periodicals and serials in all formats in the online catalog.
- 1.1.8.2 Plan and implement procedures for the cataloging and classification of the periodicals collection.
- 1.1.8.3 Shift collection according to classification.
- 1.1.8.4 Evaluate, catalog, and classify gift collections as appropriate.

Strategy 1.1.9: To support distance learners on campus and off campus.

Performance Measure(s):

- 1.1.9.1 Investigate and utilize new technologies to improve information access and delivery to users.
- 1.1.9.2 Review services available to distance learners.
- 1.1.9.3 Establish additional services as appropriate.
- 1.1.9.4 Increase online user instruction opportunities
- 1.1.9.5 Conduct user surveys of faculty who teach in distance education programs and students enrolled in distance education programs.
- 1.1.9.6 Collaborate with stakeholders to increase student awareness of services and to maintain usability of services.
- 1.1.9.7 Fully utilize and support access to emerging technologies and services such as Aleph, Metalib, SFX, CLIO, etc.
- 1.1.9.8 Work cooperatively with FAMU Information Technology Services (ITS), the Florida Center for Library Automation (FCLA), FAMU Auxiliary Services, etc. to ensure effective use of technology.
- 1.1.9.9 Stay informed of emerging technologies via continuing education activities

Strategy 1.1.10: To review and revise all service policies and procedures

Performance Measure(s):

- 1.1.10.1 Review and revise policies and procedures for all public and information service units.
- 1.1.10.2 Publish relevant policies on Libraries' homepage.
- 1.1.10.3 Keep all policies and procedures updated.
- 1.1.10.4 Keep file copies in Administrative Offices.

Strategy 1.1.11: Establish the Special Collections area as a University Treasure.

Performance Measure(s):

- 1.1.11.1 Adequately define the scope of Special Collections.
- 1.1.11.2 Review and revise collection development policy for Special Collections.
- 1.1.11.3 Inventory all special collections.
- 1.1.11.4 Send cataloging requests for uncataloged materials and cataloging change requests to Cataloging for processing.
- 1.1.12.5 Encourage use of resources, while ensuring preservation
- 1.1.12.6 Work with University Archives and other partners to select resources for preservation via digitization.

**Strategic Initiative 2: Collections and Access: To select, acquire, manage, preserve, and provide access to informational resources to support all programs, inspirational teaching, relevant research, and service.**

(Supporting FAMU Strategic Plan: Strategic Initiative 1, goal 1.1, strategies 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5); (Strategic Initiative 1, goal 1.3, strategies 1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6) (Strategic Initiative 2, goals 2.1, 2.2, 2.3) (Strategic Initiative 3, goals 3.1, 3.3, 3.4) (Strategic Initiative 5, goal 5.2)

**Goal 2.1: To enhance the educational experience of faculty and students by providing access to the highest quality information resources.**

Strategy 2.1.1: Utilize all information tools available to provide appropriate information resources to the University community.

Performance Measure(s):

- 2.1.1.1 Review and revise existing collection development policies to provide appropriate direction to the development of our collections to include: relevancy and clarity; criteria for acquisition of materials; policies for selection, weeding, and transfer; evaluation; inclusion of new programs, formats, languages, and interdisciplinary areas; and cooperative and consortial activities.
- 2.1.1.2 Assess acquisition procedures to ensure continued effectiveness.
- 2.1.1.3 Acquire retrospective collections to eliminate gaps in core collections for programs and disciplines.

- 2.1.1.4 Acquire unique resources that directly support FAMU strategic initiatives.
- 2.1.1.5 Consult with faculty and subject liaisons to identify databases of greatest need to programs. Adjust subscriptions as appropriate.
- 2.1.1.6 Evaluate monographic serial information resources to determine usefulness and retention.
- 2.1.1.7 Establish workflow to reflect procedures required by new technology support systems.
- 2.1.1.8 Review performance of vendors.
- 2.1.1.9 Implement ALEPH/ExLibris library management system.
- 2.1.1.10 Continue collaborative collection development with external partners to ensure better library resources.
- 2.1.1.11 Further develop library liaison program for collaborative collection development with academic departments.
- 2.1.1.12 Maintain faculty contact to collect information about collection requirements.
- 2.1.1.13 Increase volumes annually until deficiencies are eliminated.
- 2.1.1.14 Publicize information resources to the University community.

Strategy 2.1.2: Manage access to library collections.

Performance Measure(s):

- 2.1.2.1 Implement Aleph/ExLibris acquisitions and cataloging functions.
- 2.1.2.2 Revise existing acquisitions and cataloging policies to reflect new workflows and procedures required by Aleph/ExLibris, Metalib, and SFX.
- 2.1.2.3 Assess and evaluate cataloging and acquisitions procedures, using current and forthcoming technology supplied by external partners.
- 2.1.2.4 Strengthen bibliographic policies and procedures to provide better access to non-print resources.
- 2.1.2.5 Ensure the integrity of the online catalog: that the catalog reflects records for information or items owned by the Libraries or available through resource sharing agreements.
- 2.1.2.6 Ensure that library users can determine accurate local holdings for information resources in all formats.
- 2.1.2.7 Inventory and update serial holdings in Aleph.
- 2.1.2.8 Catalog and classify periodicals collection.

Strategy 2.1.3: Preserve materials in the libraries' collections.

Performance Measure(s):

- 2.1.3.1 Preserve library resources through binding, repair, digitization, and/or reformatting.
- 2.1.3.2: Revise binding methods to apply to Aleph/ExLibris

- binding functions.
- 2.1.3.3 Preserve library resources through preventive action, instructional awareness, and/or recovery.
- 2.1.3.4 Convert unique collections into digital formats (i.e. Florida Heritage Project).

Strategy 2.1.3: Conduct periodic assessments of the collections, using standard and varied evaluation methods to ensure support of information needs of the University community.

Performance Measure(s):

- 2.1.3.1 Participate in the development and utilization of joint collection assessment initiatives of the public universities of Florida.
- 2.1.3.2 Assess quality of collections in disciplines during program reviews
- 2.1.3.3 Enhance collections as appropriate.
- 2.1.3.4 Assess user satisfaction with library collections, using LibQUAL+ and other means of assessment.
- 2.1.3.5 Assess user needs for collections at FAMU.

**Strategic Initiative 3: Library Environment: To provide adequate, secure, environmentally friendly, and technologically advanced physical environments which are conducive to study research, and service.**

(Supporting FAMU Strategic Plan: Strategic Initiative 3, goal 3.3, strategies 3.3.1, 3.3.2);  
(Strategic Initiative 3, goal 3.5, strategy 3.5.2)

**Goal 3.1: Provide safe, clean, secure, and comfortable library facilities**

Strategy 3.1.1: Maintain adequate infrastructure for campus libraries.

Performance Measure(s):

- 3.1.1.1 Investigate and institute measures to improve climate and humidity controls in order to better preserve library resources, equipment and to provide a more comfortable environment for library users and staff..
- 3.1.1.2 Upgrade lighting in libraries where needed.
- 3.1.1.3 Replace carpeting in Coleman Library with carpet or other floor covering.
- 3.1.1.4 Update the libraries' disaster plan.
- 3.1.1.5 Ensure that staff are familiar with disaster procedures.
- 3.1.1.6 Upgrade signage in Coleman Library to guide navigation and use of facilities.
- 3.1.1.7 Improve aesthetics in all libraries.
- 3.1.1.8 Improve aesthetics in Coleman Library by completing the art

- public buildings project and plants for planters.
- 3.1.1.9 Evaluate and upgrade security controls in all libraries to improve safety of library users, resources, equipment, and staff.
- 3.1.1.10 Integrate physical spaces and services with virtual spaces and services.

Strategy 3.1.2: Provide adequate space for library users and staff functions.

Performance Measure(s):

- 3.1.2.1 Evaluate space needs in public service areas.
- 3.1.2.2 Acquire outdoor seating around Coleman Library.
- 3.1.2.3 Redesign space as needed, especially to accommodate an Information Commons on the second floor of Coleman Library.
- 3.1.2.4 Participate in the development of the 2005-2015 Master Plan and in the alignment of the PECO (five year plan) to ensure inclusion of Coleman Library Phase III and/or a free standing Science Library.
- 3.1.2.5 Continuously evaluate space needs; establish quiet study and group study spaces to meet user needs.

Strategy 3.1.3: Utilize emerging technologies to support library operations.

Performance Measure(s):

- 3.1.3.1 Meet FAMU standards for technology support.
- 3.1.3.2 Comply with specifications for the Aleph Library Management Systems.
- 3.1.3.3 Utilize appropriate and compatible equipment and peripherals to support effectiveness and efficiency in library operations.
- 3.1.3.4 Revise policies and procedures to reflect practices and new developments in software and hardware (i.e. Aleph/ExLibris, Ariel, Metalib, SFX, CLIO etc.).
- 3.1.3.5 Collaborate with the Office of Information Technology Services to effect a secure network environment in a single sign on environment.
- 3.1.3.6 Investigate alternatives to current copying/printing services for Libraries.
- 3.1.3.7 Obtain fee based scanning and faxing technologies for public use.
- 3.1.3.8 Explore new scanning and digital technologies in order to improve access to microform resources and to reformat print resources.
- 3.1.3.9 Replace equipment in all libraries according to defined cycles.
- 3.1.3.10 Provide dependable access to modern equipment in working condition.

**Strategic Initiative 4: Human Resources: To provide quality library human**

**resources sufficient quantity as support for outstanding academic outcomes.**

(Supporting FAMU Strategic Plan: Strategic Initiative 3, goal 3.2, strategies 3.2.1, 3.2.2);  
(Strategic Initiative 3, goal 3.4, strategy 3.4.2)

**Goal 4.1: Enhance the library employee hiring and training processes.**

Strategy 4.1.1: Ensure that Library positions are appropriately defined and distributed among library units.

Performance Measure(s):

4.1.1.1 Evaluate library staffing at all levels for maximum productivity and services in light of technology and other changes.

4.1.1.2 Reassign staff as appropriate to accomplish strategic planning goals.

Strategy 4.1.2 Develop minimum competencies (technological and other) for all class codes and job categories.

Performance Measure(s):

4.1.2.1 Assess the competencies of all existing library employees.

4.1.2.2 Develop training programs to bring competencies up to the required minimums.

4.1.2.3 Update position descriptions and assignments to reflect minimum competencies.

4.1.2.4 Obtain additional staff to serve increasing enrollments and to meet the increased demand for sophisticated instruction in the use of ever changing electronic resources.

4.1.2.5 Enhance human resource funding to ensure competitive salaries to hire and retain skilled staff.

Strategy 4.1.3: Participate in the review and updating of personnel policies and processes, including hiring, disciplinary actions, and terminations.

Performance Measure(s):

4.2.2.1 Participate in University programs for personnel review to ensure that library needs are represented.

4.2.2.2 Ensure compliance with University personnel policies.

4.2.2.3 Review policies and processes for Libraries.

**Goal 4.3: Ensure an on-going commitment to continuing education for**

**staff.**

Strategy 4.3.1: Increase professional development and continuing education opportunities for library faculty and staff.

Performance Measure(s):

- 4.3.1.1 Offer a variety of onsite, remote, and continuing education activities.
- 4.3.1.2 Extend professional development opportunities to all faculty and staff.
- 4.3.1.3 Maximize usage of Panhandle Library Access Network (PLAN) training opportunities.
- 4.3.1.4 Participate in State University Libraries and FCLA training activities.
- 4.3.1.5 Provide formal and informal opportunities for faculty and staff interaction and exchange of information.
- 4.3.1.6 Assess value of travel and professional development activities to the University.

**Strategic Initiative 5: Library Processes and Accountability: To improve the effectiveness of Library processes and accountability.**

(Supporting FAMU Strategic Plan: Strategic Initiative 2: goal 2.1, strategies: 2.1.2, 2.1.3; goal 2.2, strategies: 2.2.1, 2.2.2; goal 2.3, strategies: 2.3.1.2, 2.3.2, 2.3.3); (Strategic Initiative 3, goal 3.1 strategies 3.1.1, 3.1.2); (Strategic Initiative 3: goal 3.2: strategy 3.2.1, 3.2.2; goal 3.3, strategies 3.3.1, 3.3.1.2); (Strategic Initiative 3, goal 3.4 strategy 3.4.1) (Strategic Initiative 4, goal 4.1.1, 4.1.2, 4.1.2

**Goal 5.1: Improve administrative processes throughout the Library System.**

Strategy 5.1.1: Implement the Aleph/ExLibris Library Management System.

Performance Measure(s):

- 5.1.1.1 Monitor the progress of Aleph/ExLibris implementation.
- 5.1.1.2 Investigate connectivity issues between Aleph/ExLibris and ERP functions.
- 5.1.1.3 Assess added value of such connectivity (Aleph/ERP)
- 5.1.1.4 Develop connectivity between Aleph/ExLibris and ERP for as many modules as possible.
- 5.1.1.5 Monitor and maintain functions of Aleph components.

Strategy 5.1.2: Develop library-wide policies and procedures

Performance Measure(s):

- 5.1.2.1 Revise as appropriate, all existing library policies and procedures; **create policies where none exist.**
- 5.1.2.2 Policies and procedures developed by divisions and units will be approved by the Libraries Leadership Team.
- 5.1.2.3 Divisions and units implement approved policies and procedures.
- 5.1.2.4 Publish new policies and procedures on the homepage as appropriate.
- 5.1.2.5 Establish archive of policies and procedures in the Administrative Offices.

**Goal 5.2: Enhance accountability processes in all units of the Library System**

Strategy 5.2.1: Implement the University-Wide Performance Management System for the University Libraries.

Performance Measure(s):

- 5.2.1.1 Provide performance management training for all supervisors.
- 5.2.1.2 Assist with the development of a performance evaluation process in job categories for faculty, A&P, USPS, and OPS employees.

Strategy 5.3: Obtain appropriate funding for the University Libraries to ensure that the information needs of students and faculty are met.

Performance Measure(s):

- 5.3.1.1 Ensure that the library resources budget is funded to 100% of intended Legislative Appropriation.
- 5.3.1.2 Seek special funds and opportunities to remedy historical disparities in resource allocation to the University Libraries.
- 5.3.1.3 Acquire funding levels needed to ensure technology support.
- 5.3.1.4 Ensure funding support for required staffing to meet or exceed standards.
- 5.3.1.5 Fill 100% of vacant positions.
- 5.3.1.6 Assist with the development and implementation of a salary equity strategy.
- 5.3.1.7 Correct any existing salary inequities for faculty and staff
- 5.3.1.8 Correct existing deficiencies in collections.
- 5.3.1.9 Secure funding for furniture and furnishing as required.

5.3.1.10 Obtain adequate copying, printing, faxing, and digitization capabilities for public and staff use.

**Goal 5.3: Improve communication and cooperation within the Libraries and with external partners.**

Strategy 5.3.1: Develop effective Library communication processes that allow for free flow of information from units and from administrative offices.

Performance Measure(s):

- 5.3.1.1 .1 Determine and implement formal and informal opportunities for staff interaction and exchange of information. (electronic, print, social interactions, etc.)
- 5.3.1.1.2 Develop and implement a comprehensive orientation program for new staff.
- 5.3.1.1.3 Develop better mechanisms for staff feedback.
- 5.3.1.1.4 Develop an intranet for internal library communication management.

Strategy 5.3.2: Ensure collaborative and cooperative communication with partners.

Performance Measure(s):

- 5.3.2.1 Participate in the development of a University-wide communication strategy.
- 5.3.2.2 Continue collaboration with all University partners for effective library programs to ensure academic success.
- 5.3.2.3 Ensure that librarians are represented on additional relevant University-wide committees such as student retention, student educational enhancement, freshman and sophomore experience, etc.
- 5.3.2.4 Provide a regular means to communicate library information campus-wide.
- 5.3.2.5 Maintain cooperative working relationships with stakeholders in campus departments.
- 5.3.2.6 Promote information technology and literacy skills throughout the curriculum.
- 5.3.2.7 Participate fully in all library consortial memberships, including CSUL, FCLA, Solinet, PLAN, FLIN, 1890 Library Directors, HBCU Library Alliance, etc.

Strategy 5.3.3: Implement a Public Relations/Marketing strategy for the University Libraries to improve use of resources and services.

Performance Measure(s):

- 5.3.3.1 Complete the planning and development of the Libraries' marketing strategy.
- 5.3.3.2 Promote the Libraries' research capabilities to encourage use of resources and services.
- 5.3.3.3 Effectively market services and resources to all groups of potential users.
- 5.3.3.4 Assess impact of public relations/marketing program on use of library services and resources.
- 5.3.3.5 Plan and present an open house to feature all new facilities, while highlighting services and resources.
- 5.3.3.6 Install photographs in Coleman Library Gallery of Distinction.

Strategy 5.3.4: Enhance the use of the Libraries' portal/website and Aleph portals.

Performance Measure(s):

- 5.3.4.1 Redesign the Libraries' portal/website and connectivity to the Aleph portal to create a seamless portal to library information, services, and policies.
- 5.3.4.2 Link the Libraries' portal/website prominently to the University's homepage and/or portal.

Strategy 5.3.5: Establish a fundraising campaign for the University Libraries.

Performance Measure(s):

- 5.3.5.1 Establish the Libraries as a basic priority in the University campaigns and fundraising activities.
- 5.3.5.2 Participate in the Friends of the Libraries programs and fundraising activities.
- 5.3.5.3 Create a library development team to fund the Libraries endowment to an acceptable and useable level.

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Dates change to reflect 5 year period