

KENNESAW STATE UNIVERSITY

Kennesaw State University Library System Strategic Plan

2017-2022

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Kennesaw State University Library System Strategic Plan, 2017-2022

Vision

The KSU Library System strives to become a premiere national comprehensive library that supports Carnegie R3 level research by providing excellence in services, support, innovative resources, and learning spaces to our various scholarly communities.

Mission

The KSU Library System is committed to providing excellent services and resources that directly support the University's efforts to become a world-class comprehensive university recognized for its excellence in education, discovery, innovation, technology, and community engagement. In dealing with both physical and virtual environments the library system carefully crafts collections and services that enhance teaching, learning, scholarship, and creative endeavors for the users of the various libraries.

Values

In addition to supporting the Core Values of Librarianship as set out by the American Library Association, Our Values Statement describes our organizational culture and shared beliefs to help guide us in our courses of action and form a foundation for our planning.

Service Excellence: Our highest priority is to meet the needs of our users in a professional, proactive, friendly, and enthusiastic way.

Learning: We promote the lifelong pursuit of knowledge and are committed to the academic success and personal growth of our users.

Diversity: We value the diversity of faculty, students, and staff and strive to reflect that diversity by providing a full spectrum of resources and services to the campuses and communities we serve.

Effective communication: We strive to communicate with each other and our users with respect, courtesy, honesty, and sensitivity to promote the effective and frequent exchange of ideas and information.

Collaboration: We believe in collaboration and teamwork, both with each other and with other departments, colleges, and institutions to achieve common goals.

Excellence in Service Philosophy

In support of the American Library Association [Code of Ethics](#) and the [Library Bill of Rights](#), the University Library System Excellence in Service Philosophy reflects the level of service you can expect from us. We are here to assist our users and to provide support and access to information through our print and electronic resources. Our Service Philosophy affords equal access to information for all in our academic community.

We promise to:

- Act with courtesy, professionalism, and respect
- Respond to information needs promptly, professionally, and competently.
- Respect our users' privacy and the need for confidentiality within the limits of applicable laws.
- Listen to and respond to our users' ideas and concerns with fairness and flexibility
- Work quickly to resolve any issues
- Support staff development to provide our users with high quality service

Challenges

There are many challenges the Library System must meet as we transform our collections, physical spaces, and services to meet the needs of a nationally known comprehensive public university.

Funding and the need for increases in funding are at the heart of becoming an excellent library system. Funding drives everything.

Our three largest challenges are:

1. Expanding services and staffing
2. Enhancing both physical and electronic collections
3. Improving physical facilities

Expanding Services and Staffing

Changes in technologies call for the Library System to develop different and expanded services in meeting the learning and research needs of much broader based library users. The libraries collaborate with faculty and students at all levels of the teaching, scholarly, and creative process. As such the libraries contribute in measurable ways to student success. The libraries role in meeting the New University's efforts at preparing a community of learners and scholars for the 21st century is important. The challenge for the libraries is to enhance and expand its information literacy efforts at all levels of instruction.

The library system has done an excellent job in the last three years of recruiting and developing a talented group of librarians. Graduate and Ph.D. student support is inadequate. At the undergraduate level we do not have enough librarians to meet the services needs of 31,000+ students and the various college programs.

Planning for 24/5 facilities, with adequate staffing, is a high priority. Additional Para-professional support is needed to meet the above-mentioned needs and to fulfill the need for 24/5 library service commonly found at National Comprehensive/ Carnegie Class R3 Universities.

Collections

In order to attract and retain a world class instructional faculty, and in order to be competitive with other national comprehensives / R3 universities at all levels of Recruitment, Retention, Progression, and Graduation (RRPG), and with meeting faculty research/scholarship/teaching needs, the libraries will need deeper and more comprehensive physical and electronic collections. The challenge for the library is in providing access to physical and electronic collections consistent with faculty and student needs and expectations for a National Comprehensive /R3 University with a basic and applied research mission.

Physical Facilities

Consolidation and change in the last two years has shaped our thinking about our physical facilities. "Library as Place" continues to be critical to student success, retention, and graduation rates. Johnson Library and Sturgis Library are both small and have limited seating, learning spaces, and collaborative group study areas. In anticipation of creating 24/5 library service at the Marietta campus it is vitally important that the Johnson Library be renovated and supported with adequate staffing found in similar comprehensive / R3 university libraries

Strategies

The four key strategies that we intend to develop include (in alphabetical order):

1.) Collections

The Johnson Library and the Sturgis Library collections must balance adequate paper holdings with access to electronic content on both the undergraduate and graduate level.

2.) Facilities

To help meet challenges posed by an increasingly complex learning environments, Johnson Library and Sturgis Library will continue to transform outdated, legacy spaces into contemporary and flexible spaces that support collaboration, networked instruction, and research and advocate and plan for 24/5 facilities.

3.) Organizations

Professional and skilled staff is our number one asset. In order to provide the information and collections necessary to support the teaching and research mission of the university, the Library System will continue to advocate for adequate staff support on both campuses. We invest in the professional development and training of all KSU Library System employees.

4.) Services

Instruction must be broadened to assist with RRPGE efforts and distance education.

Information Technology has profoundly changed the production, distribution, and delivery of information and requires the Library System to be involved in future campus systems that help to organize, access, and disseminate information.

The KSU Library System provides support for scholarly communications and affordable printing. The Library System also plays a role in the awareness and application of copyright for creators of intellectual and creative works.

Collection Preservation is a major concern. Print-based library collections are facing increased deterioration and electronic formats are posing new challenges. As keepers of monographs and serial publications we are challenged to protect as well as disseminate and interpret the information in books and journals. The Library System Repository will be used to address these issues.

Principles

In implementing our five-year plan, The Library System will adhere to the Standards for Libraries in Higher Education. Association of College & Research Libraries, a division of the American Library Association, 2011.

Institutional Effectiveness: The Library System will define, develop, and measure outcomes that contribute to institutional effectiveness and apply findings for purposes of continuous improvement.

Professional Values: Our staff will advance professional values of intellectual freedom, intellectual property rights and values, user privacy and confidentiality, collaboration, and user-centered service.

Educational Role: The Library System will partner in the educational mission of the university to develop and support information-literate learners who can discover, access, and use information effectively for academic success, research, and lifelong learning.

Discovery: The Library System will enable users to discover information in all formats through effective use of technology and organization of knowledge.

Collections: The Library System will continue to provide access to collections sufficient in quality, depth, diversity, format, and currency to support the research and teaching missions of Kennesaw State University's thirteen colleges.

Space: The Library System will continue to advocate that the libraries are the intellectual commons where users can interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge.

Management/Administration: The Administrators of the Library System will engage in continuous planning and assessment to inform resource allocation and to meet our mission effectively and efficiently.

Personnel: The Library System will continue to seek staffing in sufficient number and quality to ensure excellence and to function successfully in an environment of continuous change.

External Relations: The Library System will engage the campuses and broader communities through multiple strategies in order to advocate, educate, and promote our value.

Performance Indicators

1. **Institutional Effectiveness:** The Library System will define, develop, and measure outcomes that contribute to institutional effectiveness and apply findings for purposes of continuous improvement.

2. **Professional Values:** The Library System will advance professional values of intellectual freedom, intellectual property rights and values, user privacy and confidentiality, collaboration, and user-centered service.

3. **Educational Role:** The Library System will partner in the educational mission of the institution to develop and support information-literate learners who can discover, access, and use information effectively for academic success, research, and lifelong learning.

4. **Discovery:** The Library System will enable users to discover information in all formats through effective use of technology and organization of knowledge.

5. **Collections:** The Library System will provide access to collections sufficient in quality, depth, diversity, format, and currency to support the research and teaching mission of Kennesaw State University.

6. **Space:** The Library System strives to be the intellectual commons on campus where users interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge.

7. **Management/Administration:** The Library System Leadership will engage in continuous planning and assessment to inform resource allocation and to meet its mission effectively and efficiently.

8. **Personnel:** The Library System will provide sufficient number and quality of personnel to ensure excellence and to function successfully in an environment of continuous change.

9. **External Relations:** KSU Librarians will engage the broader campus and community through multiple strategies in order to advocate, educate, and promote our value.



Kennesaw State University Library System

Unit Strategic Plans

2017-2022

Access Services Unit Strategic Plan 2017-2022

Access Services Unit Mission

The Access Services Department strives to provide exceptional service to all faculty, staff and students of the KSU library system and the larger USG university system. Access Services creates and continuously updates the resources made available to users to encourage scholarship, expand knowledge, as well as promote services that enhance teaching and learning. Access Services maintains a commitment of actively engaging the KSU community thereby directly supporting the efforts of the library and the university as a whole.

Access Services Unit Objective

To facilitate the research activity of all KSU community members and maintain access to resources in an effort to support the university achieve its primary goal of improving recruitment, retention, progression and graduation.

Contribution to Recruitment, Retention, and Progression to Graduation:

Goal 1: Integrate bound periodicals into the regular monograph stacks in Johnson

- A. Action Step 1: Weed the bound periodicals
 - i. Timeline: Weed bound periodicals that are either duplicated in another format or held at the Sturgis Library by the end of May, 2016
 - ii. Cost: Staff time – currently, Access Services staff and students are working on this project
 - iii. Assessment: Constantly monitor the progress and make necessary adjustments. Make sure correct procedures are practiced and the weeding is progressing as scheduled.

- B. Action Step 2: Working with Technical Services to classify and label bound periodicals
 - i. Timeline: Add call number to each bound journal BIB in Voyager by Technical Services, and physically label the call number on each bound volume by Access Services. This should be done by the end of Dec. 2016
 - ii. Cost: Staff time - Access Services, Technical Services and students will work on this project
 - iii. Assessment: Effectively communicate in a timely fashion with Technical Services, constantly monitor the work flow and progress and make necessary adjustments. Make sure correct procedures are

practiced and classification and labeling are completed by the end of Dec. 2016.

- C. Action Step 3: Start shifting and the entire collection will be relocated
 - i. Timeline: The shifting should be completed by the end of July, 2017. This involves estimating precisely how many shelves will be needed, starting shifting from the back, removing extra shelves
 - ii. Cost: Extra 4 students need to be hired for the shifting. Estimate cost is \$10,000.
 - iii. Assessment: Constantly monitor the work flow and progress and make necessary adjustments on needed shelves. Make sure books are relocated in correct order and the whole project can be completed by the end of July, 2017.

Goal 2: Establish teams for cross-training to ensure perpetual coverage of all Access Services functions.

- A. Action Step 1: Organize staff into groups i.e., Circulation, ILL, Reserve, Stacks
 - i. Timeline: By December 2016
 - ii. Cost: Head of Access Services and staff time
 - iii. Assessment: Primary back-up trail and feedback from Heads of Access Services staff
- B. Action Step 2: Using documented procedures, have lead staff member train “back-up” staff member
 - i. Timeline: By June 2017
 - ii. Cost: Staff time 120 hours (12 weeks, do training 2 hours a day)
 - iii. Assessment: feedback from Access Services staff
- C. Action Step 3: Require “back-up” staff to train new hires
 - i. Timeline: By August 2017
 - ii. Cost: Staff time 240 hours (6 weeks)
 - iii. Assessment: feedback from Access Services staff

Goal 3: Establish ALMA Lead Task Force

- A. Action Step 1: Designate 4 staff to serve as leads for Circ team discovery, training and trouble shooting
 - i. Timeline: Spring 2017
 - ii. Cost: Staff time, 340 hours (12 weeks)
 - iii. Assessment: Weekly brown bag training sessions

- B. Action Step 2: Begin revising and updating all Circ procedures and policies
 - i. Timeline: Summer 2017
 - ii. Cost: Head of Access Services and staff time, 6 months
 - iii. Assessment: Monthly status updates

Goal 4: Ensure all Access Services staff have an understanding of and access to newly revised departmental procedures/policies.

- A. Action Step 1: Using Access Services procedure templates for each function/duty, staff will work with ALMA Leads to document procedures
 - i. Timeline: Summer 2017
 - ii. Cost: Head of Access Services and staff time, 6 months
 - iii. Assessment: feedback from Access Services staff
- B. Action Step 2: Gather and organize all documentation to create New Procedure manual
 - i. Timeline: By January 2018
 - ii. Cost: Head of Access Services and staff time
 - iii. Assessment: feedback from Access Services staff
- C. Action Step 3: Make available to all Access Services staff
 - i. Timeline: By March 2018
 - ii. Cost: Head of Access Services time
 - iii. Assessment: feedback from Access Services staff

Goal 5: Improve customer service to patrons

- A. Action Step 1: Conduct initial survey of customers to quantify and evaluate user expectations and satisfaction levels
 - i. Timeline: Design survey summer 2018, Distribute Fall 2018, Analyze responses by June 2019
 - ii. Cost: Staff time to create survey, conduct survey and evaluate survey (Depends upon size of team used to execute – team of 3, 2 months each or ~ 320 hours each)
 - iii. Assessment: Survey will be focused on patrons' impressions and wishes of the library. A comparison of services between Johnson and Sturgis will be performed to identify gaps or areas in need of improvement in customer service within Access Services. Make sure to get enough participates to justify the results.

- B. Action Step 2: Review and develop customer service guidelines, specifically including customer service goals
 - i. Timeline: 2 months
 - ii. Cost: Head of Access Services , staff time
 - iii. Assessment: Make sure the customer service goals and guidelines are following customer defined criteria, aware of the value of customer expectations, including detailed guidelines for courtesy and professionalism.

- C. Action Step 3: Partner with KSU's Center for University Learning to ensure the regular customer service training should be an integral part of the staff development
 - i. Timeline: Beginning Fall 2019
 - ii. Cost: Paying for workshops provided by KSU Center and staff time
 - iii. Assessment: Establish a home base to benchmark the best behavior, Smile at patrons with a friendly, relaxed neutral smile, adopt different types of strategies and techniques for improving patron service and tips on handling difficult patron situations with poise and tact to foster a patron-centered environment.

Goal 6: Hire ILS Librarian for Access Services

Justification: The responsibilities and functions of Access Services are as varied as they are intricate and since consolidation the role and duties for each unit has expanded. Some job duties are more specialized than others. ILL staff are required to develop and maintain detailed knowledge of multiple systems used to process requests for materials from other libraries, copyright best practices, possible alternative delivery methods and problem solving strategies for current/future interlibrary services. Because this position requires advance skill-sets like self-directed learning and problem solving, a faculty position is necessary for this job proposal. This position is essential to Access Services' ultimate mission of providing uninterrupted, integrated service across KSU's multi-site, multi-campus library system.

- A. Action Step 1: Prepare and submit new hiring proposal for ILS Librarian position
 - i. Timeline: By the end of May 2016
 - ii. Cost: Head of Access Services time (~ 12 hours)
 - iii. Assessment: feedback from Library Administration

- B. Action Step 2: Define job responsibilities, team members responsibilities, determine the total work and percentage time, determine the necessary qualifications
 - i. Timeline: Late fall 2016 (~ 4 hours)
 - ii. Cost: Head of Access Services time
 - iii. Assessment: feedback from Library Administration
- C. Action Step 3: Get the hiring process started – such as advertising, set-up search committee, start interview and select the candidate
 - i. Timeline: Late March 2017
 - ii. Cost: Head of Access Services, search committee (~ 4 hours each)
 - iii. Assessment: Make sure the process is progressing as scheduled
- D. Action Step 4: New librarian’s proposed start date
 - i. Timeline: Summer 2017
 - ii. Cost: New librarian’s salary (42K not including benefits)
 - iii. Assessment: Candidate is approved and hired by Library Administration

Goal 7: Document and streamline Inventory Protocols

- A. Action Step 1: Document all inventory procedures
 - i. Timeline: Summer 2018
 - ii. Cost: Staff time, 120 hours (6 weeks)
 - iii. Assessment: Review of procedures by senior staff
- B. Action Step 2: Convert all ‘Missing Titles’ to ‘Lost Titles’ and submit lost titles to be removed from catalog
 - i. Timeline: Late fall 2018
 - ii. Cost: Staff time, 240 hours (12 weeks)
 - iii. Assessment: Run report to verify
- C. Action Step 3: Refine and streamline all protocols related to inventory
 - i. Timeline: Summer 2019
 - ii. Cost: Head of Access Services and staff time, 120 hours (6 weeks)
 - iii. Assessment: Compare benchmarks established in 1st draft documents

Goal 8: Expand ILL services to include Electronic Delivery Services to faculty and graduate students

- A. Action Step 1: Investigate best practices and methods for delivering electronic materials
 - i. Timeline: Fall 2019

- ii. Cost: Head of Access Services time, 3 weeks
 - iii. Assessment: Proposal submitted by mid November 2019
- B. Action Step 2: Submit proposal for resources
- i. Timeline: Late fall 2019
 - ii. Cost: Head of Access Services time, 6 hours
 - iii. Assessment: Approved proposal
- C. Action Step 3: Procure tools needed to implement new service, i.e. software/equipment
- i. Timeline: Spring 2020
 - ii. Cost: 2k
 - iii. Assessment: Secure method of electronic delivery by fall 2020
- D. Action Step 4: Implement Electronic Delivery Service
- i. Timeline: Early 2021
 - ii. Cost: Head of Access Services and staff time, 120 hours (6 weeks)
 - iii. Assessment: Timely delivery of electronic materials by fall 2021

Goal 9: Reduce number of lost titles by 75% at Sturgis Library by 2022

- A. Action Step 1: Continue ongoing inventory protocol, converting missing titles to lost titles and working with Tech Services to remove catalog records of titles that have been lost for a period of time
- i. Timeline: Ongoing (2019-2021)
 - ii. Cost: Head of Access Services and staff time - ongoing
 - iii. Assessment: Reduce number of lost titles by 25% each year
- B. Action Step 2: Routinely monitor lost titles report
- i. Timeline: Ongoing (2021-2022)
 - ii. Cost: Head of Access Services and staff time - ongoing
 - iii. Assessment: Over 7k lost titles removed from catalog

Status of Access Services Unit by 2021:

Collection Development Services Unit Strategic Plan 2017-2022

Collection Development Services Unit Mission

The mission of Collection Development is to facilitate teaching, learning, discovery, research, and engagement at Kennesaw State University. Essential to achieving this mission is to actively select, organize, and present resources for the KSU community of scholars, and through its collaborative relationships with faculty, university, and community partners. It is through these activities that I aspire to attract high-performing students to KSU, to keep current students engaged in their studies, to facilitate the successful completion of their courses, and to help them ultimately achieve their degrees.

Strategic Plan Rationale

Although great strides have been taken in the past three years to improve the collections at the KSU Library System (by way of new policies, procedures, and workflows in collection development), I see a growing need for weeding projects across all subject areas and formats to make room for the new materials coming in. The influx of additional materials is putting increased pressure on the limited space within the library facilities and on the electronic resources budget. The Collection Assessment Plan is only one element in addressing these concerns. As the role of collection development expands within the growing Library System, the addition of an Assistant Collection Development Librarian and a Collection Development Paraprofessional would go a long way in my ability to balance the needs of our patrons, teaching faculty, and Liaisons / Graduate Librarians.

Contribution to Recruitment, Retention, and Progression to Graduation:

Goal 1: Update currency and relevancy of KSU Library System print collections in all subject areas.

- A. Action Step 1: Coordinate weeding projects in select subject areas, based on Collection Assessment Plan's 5-year cycle.
 - i. Timeline: April - July 2017, as approved by Library Administration.
 - ii. Assumptions / Required Resources: Staff resources from Access Services to pull recommended titles for surplus, cataloger's time from Technical Services to update holdings, and collection development time permitting. Potential assistance from another collection development librarian.
 - a. Estimated time investment is 80 hours per project (based on 4 hours for Liaison and Technical Services Librarians, and 20 hours per week for Access Services staff/students—based on suggestion from Stacks Manager).
 - b. Estimated cost = \$0.

- iii. Assessment: Reduction of damaged, older, and/or low-circulating items in the collection and increase in space available for new monographic purchases and seating.
- B. Action Step 2: Continue implementing first round of the Collection Assessment Plan's 5-year cycle.
- i. Timeline: Annually in 13-month cycles, June 2017 – July 2022.
 - ii. Assumptions / Required Resources: Coordination with Assessment Librarian, Head of Technical Services, Heads of Access Services at both campuses, Graduate Librarians, Undergraduate Faculty Liaisons, and other library personnel as assigned to the project. Software such as Bowker Book Analysis System, LibQUAL+ results, and OCLC's WorldShare Collection Evaluation tool.
 - a. Estimated time investment is 46 hours per project participant (includes 1 orientation meeting, 3 Lunch and Crunch sessions, and 3 hours per month for independent work on collection reports).
 - iii. Assessment: Successful completion of Collection Assessment Reports for all subject areas under review, and title lists of potential withdrawals from each of those subject areas. Overtime, there will be a reduction of older, damaged, missing, and irrelevant books in the Library Collection.
- C. Action Step 3: Complete weeding project of KSU Yearbook collection.
- i. Timeline: 4 months (April – July 2017), with the assistance of another collection development librarian and pending approval from Library Administration.
 - ii. Assumptions / Required Resources: Collaboration with the Director of the KSU Department of Museums, Archives & Rare Books, the Head of Technical Services, and the Heads of Access Services at both campuses. Assistant Collection Development Librarian.
 - a. Estimated time investment is 80 hours per project (based on 5 hours for Librarians, and 20 hours per week per student for Access Services staff/students—based on suggestion from Stacks Manager).
 - b. Estimated cost = \$0.
 - iii. Assessment: Reduction of redundant copies of KSU Yearbooks at the Horace W. Sturgis Library, the Lawrence V. Johnson Library, and the University Archives. Increased space for new monographic purchases and seating in the building.
- D. Action Step 4: Complete a Serials Review Project. This clean-up is essential to ensuring print subscriptions migrated successfully during consolidation with Southern Polytechnic State University, to confirm

access to content is efficient, and to remove any redundancies that are costing the KSU Library System.

- i. Timeline: 4 months (April – July 2018), with the assistance of another collection development librarian and pending approval from Library Administration.
 - ii. Assumptions / Required Resources: Collaboration with Head of Technical Services, Graduate Librarians, and Undergraduate Faculty Liaisons. Assistant Collection Development Librarian.
 - a. Estimated time investment is 32 hours per project participant (includes 2 hours per week for Librarians).
 - b. Estimated cost = \$0.
 - iii. Assessment: Increased efficiency of serials processing, reduction in expenditure of non-essential periodicals, consolidation of subscriptions to existing vendors.
- E. Action Step 5: Complete a Standing Orders Clean-up Project.
- i. Timeline: 4 months (April – July 2019), with the assistance of another collection development librarian and pending approval from Library Administration.
 - ii. Assumptions / Required Resources: Collaboration with Head of Technical Services, Graduate Librarians, and Undergraduate Faculty Liaisons. Assistant Collection Development Librarian.
 - a. Estimated time investment is 48 hours per project participant (includes 3 hours per week for Librarians).
 - b. Estimated cost = \$0.
 - iii. Assessment: Increased efficiency of standing orders processing, reduction in expenditure of non-essential subscriptions, consolidation of subscriptions to existing vendors.
- F. Action Step 6: Engage in assessment and weeding of microfilm collections.
- i. Timeline: 4 months (April – July 2020), with the assistance of another collection development librarian and pending approval from Library Administration.
 - ii. Assumptions / Required Resources: Collaboration with Heads of Research & Instructional Services, Head of Technical Services, Graduate Librarians, and Undergraduate Faculty Liaisons. Assistant Collection Development Librarian.
 - a. Estimated time investment is 80 hours per project (based on 20 hours for Librarians, and 20 hours per week per student for Access Services staff/students—based on suggestion from Stacks Manager).
 - b. Estimated cost = \$0.
 - iii. Assessment: Reduction of damaged, older, and/or low-circulating items in the microfilm collection and increase in space available for storage in Library Repository.

- G. Action Step 7: Engage in second attempt at a patron-driven acquisition (PDA) project with Interlibrary Loan.
 - i. Timeline: 10 months (August 2018 – May 2019), with the assistance of another collection development librarian and pending approval from Library Administration.
 - ii. Assumptions / Required Resources: Collaboration with the Heads of Access Services and Interlibrary Loan staff at both campuses, the Head of Technical Services, the Acquisitions Paraprofessional, Graduate Librarians, and Undergraduate Faculty Liaisons. Assistant Collection Development Librarian.
 - a. Estimated time investment is 50 hours per project (based on 5 hours per month for Librarians, and 1 hour per month for Interlibrary Loan).
 - b. Estimated cost = \$0.
 - iii. Assessment: Decreased burden placed on interlibrary loan by fulfilling patron requests via additional purchases for the Library Collection, reduction in interlibrary loan workload, and increased relevancy of materials offered to researchers.

- H. Action Step 8: Implement the transfer of handbooks from the general, circulating collection to Reference.
 - i. Timeline: 4 months (April – July 2021), with the assistance of another collection development librarian and pending approval from Library Administration.
 - ii. Assumptions / Required Resources: Collaboration with Graduate Librarians, the Heads of Access Services at both campuses, the Head of Technical Services, and other library personnel as designated.
 - a. Estimated time investment is 80 hours per project (based on 5 hours for Librarians, and 20 hours per week per Access Services staff/students—based on suggestion from Stacks Manager).
 - b. Estimated cost = \$0.
 - iii. Assessment: Reduction in the number of handbooks that are inaccessible to patrons due to long checkout periods or theft.

- I. Action Step 9: Conduct collection assessment and maintenance of materials in the Government Documents Collection.
 - i. Timeline: 13 months (August 2019 – May 2020), with the assistance of the Government Documents Librarian and pending approval from Library Administration.
 - ii. Assumptions / Required Resources: Collaboration with Assessment Librarian, Government Documents Librarian, and other library personnel as designated.
 - a. Estimated time investment is 46 hours per project participant (includes 1 orientation meeting, 3 Lunch and Crunch sessions,

- and 3 hours per month for independent work on collection reports).
- b. Estimated cost = \$0.
- iii. Assessment: Reduction of damaged, older, and/or low-circulating items in the collection and increase in space available for new monographic purchases and seating.

Goal 2: Expand Collection Development into a Unit of the KSU Library System to better address Library Administration priorities and the growing needs of the organization, Librarians, and the University as a whole.

- A. Action Step 1: Delegate some collection development duties to a designated Librarian at the Lawrence V. Johnson Library, to assist with donated materials, professional development and other purchasing requests, collection assessment, reviewing discovered titles in Access Services, weeding projects, and running data reports. Currently ongoing.
 - i. Timeline: Beginning March 2016, training and mentoring ongoing.
 - ii. Assumptions / Required Resources: Approval from Library Administration and Librarian's supervisor. Duties involve four hours per week, to be reviewed in the future.
 - iii. Assessment: Communication with Librarian will be continuous, with monthly project status check-ins and progress reports to the Librarian's supervisor or Library Administration as needed.

- B. Action Step 2: Hire full-time Assistant Collection Development Librarian to coordinate donated materials, process purchase requests, maintain the Professional Development book collection, monitor demand-driven acquisitions (DDA) expenditures, review discovered titles in Access Services, serve on appointed Library committees on behalf of Collection Development, and assist Collection Development Librarian with all proposed electronic and print resource assessment and weeding projects.
 - i. Timeline: Proposed, January 2017.
 - ii. Assumptions / Required Resources: Library Administration approval; funding availability; and successful completion of search.
 - a. Estimated time investment is 20 hours per Search Committee member.
 - b. Estimated cost = full-time Librarian salary and benefits.
 - iii. Assessment: Successful hire of a full-time Assistant Collection Development Librarian; monthly Collection Development Unit meetings to provide project status reports and to address issues as they arise.

- C. Action Step 3: Hire part- or full-time Collection Assessment Paraprofessional to coordinate with Interlibrary loan on reports, provide data entry into the Collection Development SharePoint Subsite and the

electronic resources management tool, coordinate periodic purchase requests for KSU Library employee textbooks, conduct cancelled titles notifications, and assist the Collection Development Librarian with ongoing Collection Assessment and weeding projects.

- i. Timeline: Proposed, July 2017.
- ii. Assumptions / Required Resources: Library Administration approval; funding availability; and successful completion of search.
 - a. Estimated time investment is 20 hours per Search Committee member.
 - b. Estimated cost = full-time Paraprofessional salary plus benefits.
- iii. Assessment: Successful hire of a Collection Assessment Paraprofessional; monthly Collection Development Unit meetings to provide project status reports and to address issues as they arise.

Goal 3: Update currency and relevancy of KSU Library System electronic resources collections.

- A. Action Step 1: Implement demand-driven acquisition (DDA) program. Currently ongoing.
 - i. Timeline: 12 months (March 2016 – February 2017), depending on Technical Services' workflow.
 - ii. Assumptions / Required Resources: Collaboration with the Head of Technical Services, Graduate Librarians, Undergraduate Faculty Liaisons, and other library personnel as designated.
 - a. Estimated time investment is 48 hours per program participant, at minimum (based on 1 hour per week for Librarians, as part of collection development duties).
 - b. Estimated cost = \$25,000 purchase order with Yankee Book Peddler.
 - iii. Assessment: Increased selection of titles available to scholars, diversification of title selection by addressing patron demand, and economizing the monographic budget.
- B. Action Step 2: Implement a Database Review Project to assess usage and conduct maintenance on electronic resources collections. This review is long overdue and will be instrumental in redirecting electronic resource funds to cover projected cost increases of subscriptions over time.
 - i. Timeline: 10 months (August – May 2018), with the assistance of another collection development librarian and pending approval from Library Administration.
 - ii. Assumptions / Required Resources: Collaboration with the Head of Virtual Services, the Head of Strategic Budgeting, Graduate Librarians, Undergraduate Faculty Liaisons within Content Teams, Library

- Administration, and other library personnel as designated. Assistant Collection Development Librarian.
- a. Estimated time investment is 40 hours (based on 1 hour per week for Librarians).
 - b. Estimated cost = no additional cost, but access to Alma electronic resources management software, currently being implemented.
- iii. Assessment: Reduction in the redundancy of journal holdings; economization of the Library budget for electronic resources. Data will be collected on baseline expenditures and compared to expenditures post-assessment and withdrawals.
- C. Action Step 3: Conduct assessment of ebook usage. In 2013, the KSU Library System opened up single-title electronic book purchasing through our preferred book jobber. It is time to conduct a thorough review of how this increase in ebook offerings is affecting overall circulation and usage, whether our patrons are satisfied with the e-format, and where additional funds should be allocated.
- i. Timeline: 4 months (October 2017 – January 2018), with the assistance of another collection development librarian and pending approval from Library Administration.
 - ii. Assumptions / Required Resources: Collaboration with Head of Virtual Services and other library personnel as designated. Also requires access to ProQuest 360 electronic resources management (ERM) tool, or equivalent, and data gathered from ebook vendors.
 - a. Estimated time investment is 40 hours (based on 1 hour per week for Librarians).
 - b. Estimated cost = no additional cost, but access to Alma electronic resources management software, currently being implemented.
 - iii. Assessment: Produce report on the usage of electronic book content by vendor platform and subject area, with future budget recommendations. Circulation statistics will be reported to the Assessment Librarian for documenting growth or decline over time.
- D. Action Step 4: Create a Database Trialing Procedure document, based on current practices.
- i. Timeline: 4 months (FY 2017).
 - ii. Assumptions / Required Resources: Collaboration with the Head of Virtual Services, the Head of Strategic Budgeting, and other library personnel as designated.
 - a. Estimated time investment is 5 hours for Collection Development Librarian.
 - b. Estimated cost = \$0.

- iii. Assessment: Codification of current best practices, and increased transparency of our process to internal and external library stakeholders.
- E. Action Step 5: Create a Database Addition & Cancellation Procedure document.
- i. Timeline: 4 months (FY 2018), with the assistance of another collection development librarian.
 - ii. Assumptions / Required Resources: Collaboration with the Head of Virtual Services, the Head of Strategic Budgeting, and other library personnel as designated.
 - a. Estimated time investment is 10 hours for Collection Development Librarian, Head of Virtual Services, and Head of Strategic Budgeting.
 - b. Estimated cost = \$0.
 - iii. Assessment: Increased efficiency in the workflow between these library units to add new databases and remove existing databases.

Goal 4: Revise existing Collection Development policies and procedures documents, collaborating with various Library Unit heads on workflow details.

- A. Action Step 1: Revise the KSU Library System Donated Materials Procedures.
- i. Timeline: 5 months (January – May 2019), time permitting.
 - ii. Assumptions / Required Resources: Collaboration with the Head of Access Services at the Lawrence V. Johnson Library. Assistance from assigned Reference & Instructional Services Librarian.
 - a. Estimated time investment is 5 hours for Collection Development Librarian and Head of Access Services for the Lawrence V. Johnson Library.
 - b. Estimated cost = \$0.
 - iii. Assessment: Codification of current best practices, and increased transparency of our process to internal and external library stakeholders.
- B. Action Step 2: Create a Missing Titles Procedure.
- i. Timeline: January – May 2017, time permitting.
 - ii. Assumptions / Required Resources: Collaboration with the Heads of Access Services at both campuses, the Head of Technical Services, and other librarians as designated.
 - a. Estimated time investment is 10 hours for Collection Development Librarian, Head of Access Services, and Head of Technical Services.
 - b. Estimated cost = \$0.

- iii. Assessment: Decrease in the volume of unaccounted for titles in the Library Collection, and greater efficiency in replacing missing titles.
- C. Action Step 3: Create a Weeding Procedure.
- i. Timeline: 5 months (January – May 2018), time permitting.
 - ii. Assumptions / Required Resources: Collaboration with the Heads of Access Services at both campuses, the Head of Technical Services, Graduate Librarians and Undergraduate Faculty Liaisons.
 - a. Estimated time investment is 10 hours for Collection Development Librarian.
 - b. Estimated cost = \$0.
 - iii. Assessment: Familiarizing Graduate Librarians and Undergraduate Librarians with the procedure so that weeding projects run smoothly.
- D. Action Step 4: Create a New Program Policy.
- i. Timeline: 5 months (July – November 2018), time permitting.
 - ii. Assumptions / Required Resources: Collaboration with Graduate Librarians, Undergraduate Faculty Liaisons, and Library Administration.
 - a. Estimated time investment is 10 hours for Collection Development Librarian.
 - b. Estimated cost = \$0.
 - iii. Assessment: Efficiency in addressing new programmatic development at KSU, and adequate, timely communication with Graduate Librarians and Undergraduate Faculty Liaisons.

Goal 5: Highlight new monograph purchases at the KSU Library System via physical and virtual displays, to demonstrate to external stakeholders the active nature of collection development at KSU, to encourage readership, and to help scholars stay current with new publications in their fields.

- A. Action Step 1: Collaborate with the KSU Library System Display Committee to feature subject areas and unique collections on a rotating basis.
- i. Timeline: ongoing (July – May), based on Display Committee calendar.
 - ii. Assumptions / Required Resources: Collaboration with the Chair of the KSU Library System Display Committee and other library personnel as designated.
 - a. Estimated time investment is 2 hours per month for Collection Development Librarian and Access Services staff/students.
 - b. Estimated cost = \$0.
 - iii. Assessment: Increased exposure of KSU Library Collections to patrons, and boosted circulation of those materials.

- B. Action Step 2: Facilitate the KSU Library System’s participation in the “Year of” program through the Department of Global Initiatives, and incorporate a book display and online Research Guide for scholars.
 - i. Timeline: 10 months (August – May) on a rotating basis.
 - ii. Assumptions / Required Resources: Collaboration with volunteer library personnel, the Coordinator of the Year of Project, and additional funds set aside for purchasing books on the featured topic. Volunteers will develop a display in the library, in conjunction with the Display Committee, and build a Research Guide to share with scholars.
 - a. Estimated time investment is 20 hours (based on 2 hours per month for Collection Development Librarian and Access Services staff/students).
 - b. Estimated cost = \$1500 from the monographs budget.
 - iii. Assessment: Boost in circulation of content-specific books featuring the countries highlighted.

- C. Action Step 3: Implement New & Noteworthy Collection at the Horace W. Sturgis Library.
 - i. Timeline: 4 months (April – July 2022), time permitting.
 - ii. Assumptions / Required Resources: Collaboration with the Head of Access Services at Sturgis Library, the Head of Virtual Services, and other library personnel as designated.
 - a. Estimated time investment is 20 hours (based on 2 hours per month for Collection Development Librarian and Access Services staff/students).
 - b. Estimated cost = \$0.
 - iii. Assessment: Increased exposure of newly acquired books to patrons, and boosted circulation in those subject areas.

Goal 6: Improve communication of Collection Development policies, procedures, and news to Selectors at the KSU Library System.

- A. Action Step 1: Provide training for new librarians/selectors in collection development tools such as GOBI and Bowker Book Analysis. Training sessions will be available at both the Kennesaw and Marietta campus on a monthly basis.
 - i. Timeline: Beginning Summer 2015 and ongoing.
 - ii. Assumptions / Required Resources: Monographic budget as determined by Library Administration, allocated into appropriate fund codes by Collection Development. Additional software requirements include the GOBI3 selecting tool, Bowker Book Analysis, and other collection development resources like Choice Reviews.
 - a. Estimated time investment is 2 hours per month for Collection Development Librarian.

- b. Estimated cost = \$0.
 - iii. Assessment: Collection Development Librarian will keep track of attendance at monthly Collection Development Drop-in Sessions, and track expenditure by fund code to ensure expenditure deadline is met.
- B. Action Step 2: Develop a Collection Development Selector Manual.**
 - i. Timeline: 5 months (July - November 2017), time permitting.
 - ii. Assumptions / Required Resources: Collaboration with Undergraduate Faculty Liaison Coordinator, Graduate Librarians, and Undergraduate Faculty Liaisons. Assistant Collection Development Librarian. Manual will be distributed via the Collection Development SharePoint site and the UFLP Toolkit.
 - a. Estimated time investment is 16 hours (based on 4 hours per month for Collection Development Librarian).
 - b. Estimated cost = \$0.
 - iii. Assessment: Ensuring the latest, most current version of the manual is uploaded to the Collection Development SharePoint subsite, and distributed via email announcements.
- C. Action Step 3: Update GOBI CheatSheet.**
 - i. Timeline: Beginning January 2017 and ongoing, time permitting.
 - ii. Assumptions / Required Resources: Collaboration with Undergraduate Faculty Liaison Coordinator, access to UFLP online Toolkit. Assistant Collection Development Librarian.
 - a. Estimated time investment is 2 hours per month for Collection Development Librarian.
 - b. Estimated cost = \$0.
 - iii. Assessment: Ensuring the latest, most current version of the CheatSheet is uploaded to the Collection Development SharePoint subsite, the online UFLP Toolkit, and email announcements.
- D. Action Step 4: Initiate regular monthly emails to Selectors via a Collection Development Newsletter.**
 - i. Timeline: Beginning May 2017 and ongoing, time permitting.
 - ii. Assumptions / Required Resources: Collaboration with Undergraduate Faculty Liaison Coordinator, Graduate Librarians, and Undergraduate Faculty Liaisons. Assistant Collection Development Librarian.
 - a. Estimated time investment is 2 hours per month for Collection Development Librarian.
 - b. Estimated cost = \$0.
 - iii. Assessment: Archival of monthly informational emails to Selectors, as well as regular updates to the Collection Development SharePoint subsite, under "Announcements".

Status of Collection Development Services Unit by 2021:

Library Facilities Strategic Plan 2017-2022

Library Facilities Unit Mission

The Facilities Unit supports the Library System's mission by providing physical spaces that foster and inspire learning, and supports a productive teaching and work environment for faculty and staff. Library Facilities seeks excellence in provision of learning and work spaces that are well furnished and technologically equipped, comfortable and aesthetically pleasing, safe and secure, and meet the needs of all campus community users.

Contribution to Recruitment, Retention, and Progression to Graduation:

Goal 1: Complete the renovation of the Sturgis Library Building and extend the library footprint by moving collections into the Pilcher Building as that space becomes available. This is a long-term goal that envisions how facilities-related planning will help meet expected needs of a growing university recently designated as an R3 institution. As there are no plans to build a new library in the foreseeable future, it is imperative that the existing building is upgraded and utilized as efficiently and effectively as possible. Additional renovation and refurbishing efforts will also help extend the life cycle of the building.

- A. Action Step 1: Coordinate planning efforts with university administration and facilities to re-purpose areas of the building occupied by non-library departments, and update/refresh spaces that have not been renovated or need to be re-designed (e.g. second and fourth floors). Planning may include refurbishing the Pilcher Building in order to move library collections onto the two floors in that structure. Design concepts and budget planning should be in alignment with the Campus Master Plan that will be completed by fall 2016. The timeline for completing the entire process projects out approximately 5 to 6 years, 2021 – 2022, by which time the Sturgis Library will be at the epicenter of a much different looking campus.
 - i. Time Line: 2016 – 2022
 - ii. Cost: \$2M - \$3M (amount will vary depending on construction and other FF&E cost increases, new technology and building system needs, sustainability efforts, and other factors)
 - iii. Assessment: Use measures that show quantitative changes to learning spaces (e.g. numbers of seats and group study rooms), and repurposing spaces to more effectively utilize space currently occupied by other campus entities unrelated to the library (e.g. custodial storage). Facilities-related assessment might include measures that relate to energy savings as a result of building system upgrades, and increases in usable square footage.

- B. Action Step 2: Refurbish the fourth floor of the Sturgis Library to provide spaces for new offices, for Technical Services to relocate operations and staffing, and potential quiet spaces for study (see Goal 3).
Renovate/refurbish the Pilcher Building to create adequate space for the library's book collections. Timing for these two projects will coincide with the completion of the Academic Learning Center, and relocation of departments to that building, or other areas on campus.
- i. Time Line: 2019 – 2021
 - ii. Cost: \$1M - \$2M (estimated amount)
 - iii. Assessment: using measures that relate to repurposing spaces to more effectively utilize office and library collection spaces.
- C. Action Step 3: Refurbish and modernize the second floor to make it consistent with the contemporary design and look of the renovated spaces. As funding permits, re-purpose second floor offices at Sturgis Library to create 8-10 individual study spaces for students in PhD programs, or for general group study.
- i. Time Line: 2017 – 2018
 - ii. Cost: \$95K - \$100K - estimated cost to move stacks, re-carpet, and paint. \$200K - \$250K - estimated cost to refurbish the second floor and remodel the existing 12 office spaces to create individual study spaces for doctoral students.
 - iii. Assessment: one measure of assessment would be to review study room reservation statistics in the months ahead to determine need and do a post-renovation follow-up. Assessment might also involve surveying the needs of graduate students, particularly those in PhD programs.
- D. Action Step 4: Refurbish/Upgrade restrooms to modernize, make more ADA accessible, and install fixtures, flooring, stall partitions, and lighting consistent in appearance with restrooms on the ground and first floors.
- i. Time Line: In the next 18-24 months (summer 2017 – spring 2018)
 - ii. Cost: \$120K - \$160K (approximately \$30K - \$40K per restroom – 4 restrooms)
 - iii. Assessment: work with Plant Operations and Facilities & Design to determine assessment measures such as utility cost savings.
- E. Action Step 5: Add seating and work surface capacity by eliminating shelving ranges no longer needed for weeded third floor collections and installing up to 50 additional carrel units.
- i. Time Line: 2016 – 2017
 - ii. Cost: Estimated cost \$50K (approximate)
 - iii. Assessment: periodic review and observation of how this type of seating is used, and examine wear and tear of existing carrel seating. Feedback from users.

Goal 2: Renovation of the Johnson Library to include new front entrance, re-location of “Hive” space to ground floor, coffee lounge space, adding electrical power for carrel seating, update lighting, computing upgrades to support software needs of STEM students, and new landscaping/hardscaping that creates a much more visible, usable, and inviting appearance.

- A. Action Step 1: Upgrade mechanical, electrical, and lighting systems. Electrical and data network upgrades will be a first priority and will include the build-out of a new data closet for the first floor.
 - i. Time Line: 2016
 - ii. Cost: \$550K (paid for by additional KSU funding)
 - iii. Assessment: KSU Facilities and/or outside engineering evaluation of new system upgrades.

- B. Action Step 2: Hire outside consultant/architect to plan a design concept in coordination with the University Facilities Division.
 - i. Time Line: 2016
 - ii. Cost: \$10K (estimated)
 - iii. Assessment: Consultant evaluation, focus group recommendations, surveys, etc.

- C. Action Step 3: Renovate the first floor: provide elevator access to the lower level of the public seating area, and create a Learning Commons space featuring PCoIP computing resources at the east end of the floor that makes use of the natural lighting from the windows.
 - i. Time Line: 2017
 - ii. Cost: \$100K - \$250K
 - iii. Assessment: Consultant evaluation, focus group recommendations, surveys, etc.

- D. Action Step 4: Construct a new entrance that creates a more logical flow of foot traffic into the core of the building. Other renovation projects to tie-in with the new entry include refurbishing the exterior of the building, and landscaping/hardscaping upgrades to create a more usable and inviting appearance.
 - i. Time Line: 2017 – 2018
 - ii. Cost: TBD
 - iii. Assessment: Consultant evaluation, focus group recommendations, surveys, etc.

Goal 3: Create New Learning/Study Spaces in Johnson Library and Sturgis Libraries

- A. Action Step 1: Create a quiet/reflective study space for graduate students on the third floor of the Sturgis Library. Room 330 might serve as such a space as it is currently underutilized. Once the fourth floor is vacated as the Academic Learning Center is built, space could be designed for

quiet/reflective study, and a dedicated area for graduate library use. Similar quiet space can be created at the Johnson Library on the second floor where shelving has been removed.

- i. Time Line: 2016 – 2017
- ii. Cost: TBD (cost for furnishings and power upgrades)
- iii. Assessment: initial assessment to include discussion with Graduate Librarians, further study of graduate study needs, and researching how these types of spaces are utilized at other academic libraries and how successful these have been (anecdotal evidence suggests that window lounge seating are very popular, highly sought after space at Georgia Southern University's Henderson Library).

B. Action Step 2: Design and build a "Sandbox" and/or Makerspace at the Johnson Library that provides a testing environment for students and faculty using innovative technologies and tools. The current Honors Lounge might be a potential space to house this activity.

- i. Time Line: 2016 – 2017
- ii. Cost: TBD
- iii. Assessment: TBD

Goal 4: Update Signage in Johnson and Sturgis Libraries

A. Action Step 1: Add new building directories and wayfaring signage consistent with campus standards at both libraries. Refresh existing overhead directional signage as necessary at both libraries (e.g. elevator and restroom signs). Planning and purchasing to be coordinated with Facilities & Design Department to ensure proper design and installation.

- i. Time Line: 2016
- ii. Cost: \$5K
- iii. Assessment: Proper signage should reduce the number of directional questions received at the Help and Check Out Desks. Feedback from library staff and users, and information periodically checked for accuracy and updates.

B. Action Step 2: Add room signage for the Sturgis Library second floor that is consistent in design with the other floors, and aids in locating personnel.

- i. Time Line: 2016
- ii. Cost: \$1K (for 12 rooms at approximately \$60/sign plus installation)
- iii. Assessment: Check for accuracy and update as necessary.

C. Action Step 3: Update room and directional signage at Johnson Library that is consistent with KSU Marietta Campus standards, and takes into account possible changes in campus-wide sign policies in the near future.

Coordination with KSU Facilities to ensure the correct vendor is selected, and that the project will not have to be re-done in the next several years.

- i. Time Line: In the next 6-12 months.
- ii. Cost: \$2-\$3K (estimate)
- iii. Assessment: Feedback from library users, and periodic review of information for accuracy and updates.

D. Action Step 4: Explore new types of signage that are digital and interactive. This would be particularly helpful for displaying schedule content for Group Study Rooms, or for touchscreen wayfaring. This technology will also help give the Johnson and Sturgis Libraries a more contemporary image as well as be platforms for new branding opportunities.

- i. Time Line: In the next 12-24 months.
- ii. Cost: TBD
- iii. Assessment: feedback from Strategic Marketing Committee and collaboration with UITS and University Relations

Status of Library Facilities Unit by 2021:

Graduate Library Services Unit Strategic Plan 2017-2022

Graduate Library Services Unit Vision

The Graduate Library strives to set the standard among statewide comprehensive and nationwide peer universities in supporting current and future graduate education and in supporting the teaching, learning, and research goals of the Kennesaw State University academic community. The Digital Commons makes the scholarly and creative output of the university available for intellectual use on a global scale and will be a key player in the new Scholarly Communications Unit. The Graduate Library is committed to the library's aspirational statement, "It's for KSYou," and dedicated to excellence in transforming our services, collections, facilities, and organization.

Graduate Library Services Unit Mission

The Graduate Library provided comprehensive user-center services, collections, and learning environments—both physical and virtual—to graduate students throughout the duration of their graduate programs at KSU.

Values

Knowledge, research, learning, integrity, engagement, creativity, collaboration, user-centeredness

Contribution to Recruitment, Retention, and Progression to Graduation:

Goal 1: Services

The Graduate Library provides excellent, innovative, user-centered, focused, collaborative, and agile services to graduate students during the entirety of their programs. They are delivered through individual and small group consultations, in-class presentations, embedded and virtual instruction and learning support, research and professional development of graduate students.

Objective 1 (outcome): The Graduate Library will expand learning opportunities all graduate students.

- A. Action Step 1: Graduate librarians will increase the number—either in person or virtually—new students they meet during first semester of the students' programs
 - i. Timeline: By Fall 2018 each graduate librarian will attempt to contact each new graduate student though at least one of the venues: in person one-to-one, departmental or cohort orientations (i.e. social work, international conflict management), virtual contact (i.e. email, embedded librarian).
 - ii. Cost: Cost of librarian time
 - iii. Assessment:

- a. Measure 1: Monthly statistical reports
 - b. Measure 2: Demonstrated collaboration with Graduate College to identify all new students
- B. Action Step 2: In collaboration teaching with faculty, increase online learning opportunities for graduate students by developing new web tutorials, e-learning content
- i. Timeline: By 2019 all Graduate Librarians will be proficient in the creation of online courses, video tutorials, and e-learning content.
 - ii. Cost: Cost of librarian time to create e-learning content; training costs for librarians to develop new skills \$2000-\$5000; purchase of new software (i.e. Captivate) for all Graduate librarians; develop library “studio space” (small office, state of the art equipment and software) which could serve as a production space available to all librarians
 - iii. Assessment:
 - a. Outcome 1: All librarians proficient in creation of e-learning content by 2019.
 - b. Outcome 2: Documented presence of Gradlib course materials and/or usage of online course materials increase by 2-5% each year during 2017-2022, dependent in part on percentage of enrollment on online courses and in increase in online only graduate programs
- C. Action Step 3: In addition to workshops that graduate librarians conduct in their respective colleges, develop a university-wide ongoing workshop series for graduate students including the following: Research like a Graduate Student, Productivity Tool, Citation Management Tools, Publishing and Promoting Your Work. Develop and promote additional workshops as needed. Workshops will be available in person and virtually.
- i. Timeline: Initial workshops will begin in Fall 2016 and continue during each subsequent fall and spring semester, 2017-2012
 - ii. Cost: Librarian and staff time. Printed marketing materials, \$500-1000.
 - iii. Assessment:
 - a. Outcome 1: Number of workshops sponsored
 - b. Outcome 2: Successful collaboration with Graduate College to jointly promote workshops
 - c. Outcome 3: Increase attendance at workshops by 3-5% each year for 2017-2022
- D. Action Step 4: Provide user-centered services that address learning outcomes and students’ learning needs. Conduct needs assessment for online and F2F graduate students.

- i. Timeline: 2016-2017 Identify stakeholders. All graduate library staff complete IRB certification program; 2017 Design and deliver assessment
 - ii. Cost: Time of staff for training, assessment design, implementation, and evaluation. Cost of developing survey instrument \$1000.
 - iii. Assessment:
 - a. Outcome 1: Survey/assessment rate of at least 33%. Repose rate of more than 50% highly desirable.
 - b. Identify at least three new goals (services, collections, spaces) as a direct result of needs assessment
- E. Action Step 5: Identify and work with all campus partners to meet the library needs of all graduate students and anticipate the needs of future students in new graduate programs. Campus partners include department chairs, program chairs, college deans, the Graduate College, Graduate Student Association, CETL, Student Life, Faculty Senate, the Writing Center, ESL Center, GPCC, International Student Association, etc.
- i. Timeline: Ongoing
 - ii. Cost: Time
 - iii. Assessment:
 - a. Outcome 1: Graduate librarians and Schol Comm staff will have memberships—voting or proxy on all campus committees that provide or oversee services to graduate students. Document in annual list of library staff committee assignments on library and university committees.

Objective 2 Support the research needs and scholarly endeavors of graduate students throughout their graduate programs and the entire graduate research cycle.

- A. Action Step 1: Increase percentage of one to one F2F and online consultations to students who conduct research, based on enrollment in individual graduate programs.
 - i. Timeline: Establish baseline minimums for 2016; Increase minimum of 2-5% each year for 2017-2022, assuming continued growth of graduate programs
 - ii. Cost: Cost will include salary for graduate librarian for Coles College (see section of organization), \$62,000-\$72,000
 - iii. Assessment:
 - a. Outcome 1: Increase documented by monthly and annual statistics
 - b. Outcome 2: Successful funding for/recruitment of Coles College librarian, FY 2018-2019
- B. Action Step 2: In collaboration with the Office of Research, primary investigators, dissertation chairs, and faculty who teach research intensive courses offer workshops, learning modules, tutorials, courses

on literature search and review, introduce current awareness and alerting services, provide assistance with identifying funding resources. (For the initial phase of the research cycle)

- i. Timeline: Ongoing
 - ii. Assessment: Collect statistics on using e-content (Research Guides, learning modules, alerting services) and attendance at workshops/seminars; documented outreach efforts in monthly reports
- C. Action Step 3: In collaboration with teaching faculty, promote data literacy, assist with access to data and data management tools using library and open access resources (for the action or data collection stage)
- i. Timeline: Date librarian hire by 2019
 - ii. Assessment: Dependent on successful hiring of data librarian (see section on organization) who can coordinate graduate librarians' efforts to promote data literacy
- D. Action Step 4: In collaboration with the Scholarly Communication Unit, Office of Research, and other campus units educate and aid emerging scholars and scholar- practitioners among graduate students by introducing them to the landscape of scholarly communication, selecting a publishing venue, depositing their works into institutional repository (Digital Commons), promoting scholarship and evaluating its impact (for the final phase of research, dissemination).
- i. Timeline: Scholarly communications librarian hire by 2017
 - ii. Assessment: Dependent on successful hire of Scholarly Communications librarian (see section on organization) who can coordinate graduate librarians' efforts in developing future scholars and enhancing their professional competencies.

Goal 2: Spaces

In addition to its comprehensive services, the Graduate Library will provide dedicated spaces specifically designed to inspire and motivate graduate scholarship.

Objective 1: Redesign a dedicated graduate study area on the third floor of the Sturgis Library.

- A. Action Step 1: Repurpose space on the third floor of Sturgis and restrict use to graduate study. Purchase and install new signage identifying the space.
 - i. Timeline: Complete by December 31, 2016.
 - ii. Cost: Time of facilities coordinator to arrange the purchase and installation of signage. Cost of chosen signage.
 - iii. Assessment: Completed space is in use by graduate students.

- B. Action Step 2: Implement a new limited circulation status for a specified graduate print microcollection which will be housed in the repurposed Sturgis Graduate study space.
 - i. Timeline: Changes to the collection will be completed by June 30, 2017.
 - ii. Cost: Time and collaboration of Technical Services for changes to catalog records and physical book labels and of Access Services for procedural changes to check out and shelving procedures for this collection.
 - iii. Assessment: Collection is available for checkout to graduate students.

- C. Action Step 3: Design, develop and implement a display space for graduate materials in the Sturgis Graduate study space.
 - i. Timeline: Display space completed by June 30, 2017.
 - ii. Cost: Cost will include, but not be necessarily limited to display book trees or book shelf units for display purposed depending on the ultimate design determined as a result of the design portion of this action plan. Estimate \$2000-\$5000
 - iii. Assessment: Display is completely launched and communicated to the campus via social media and traditional university media channels.

Objective 2: Create a dedicated space in the Johnson Library on the Marietta Campus for Graduate Students.

- A. Action Step 1: Claim and design a graduate study area for the Marietta Campus. The area currently under consideration is located on the east side of the 2nd floor of the Johnson Library. This area includes a Graduate Librarian office and 4 collaborative technology/group study rooms (C-239, 240, 264,265), one of the latter which might be used as a break / coffee room. The initial plans (subject to funding) include installing two glass doors at either end of the area which would be card-access for graduate students only. Varied seating areas would provide more casual, comfortable seating, cubical seating, or small table seating.
 - i. Timeline: Dependent upon funding and the completion of electrical & wireless upgrades to the Johnson Library.
 - ii. Cost: Changes are dependent upon available budget per library administration. Library facility personnel's time and effort will be necessary for implementation of the redesign.
 - iii. Assessment: Completed area in use by graduate students.

Objective 3: Create a graduate scholars commons in an off-site location or outside the current libraries, in collaboration with other university units such as the Graduate College or Office of Research

- A. Action Step 1: Work with university partners to design and develop a graduate scholars common for a library presence in a proposed Graduate-focused building (currently, the Heidelberg building).
 - i. Timeline: The timeline of this facility is tied to the availability and renovation schedule of university space.
 - ii. Cost: To be determined, in collaboration with university partners and limited by budgetary restraints.
 - iii. Assessment: Gate count statistics.

Goal 3: Collections

The goal is to select, collect, acquire, and preserve a full spectrum of research materials that support the Graduate programs, research, and scholarly activity at KSU. The Graduate Library collection must meet the changing needs of the academic environment, including the rapid rate of information generation, and the migration to online scholarship. New methods of providing access to collections will expand and enhance research opportunities and highlight the Graduate Library's intellectual content and unique materials, both print and online.

Objective 1: Tailor collections and institute new models of acquisition to meet the changing needs of the academic environment.

- A. Action Step 1: In order to align the Graduate Library collections with the living research and scholarly activity being conducted on the KSU campus, have a fully implemented e- book demand-driven acquisition plan (DDA) by 2020.
 - i. Timeline: Implementation 2020.
 - ii. Cost: Book Budget
 - iii. Assessment: Circulation Statistics, usage statistics, user satisfaction

Objective 2: Increase access and acquisition of materials that are born digital (digital scholarly content) including research data sets.

- B. Action Step 1: Recruit a Data Librarian; See Goal 4, objective 2, action plan 2.

Objective 3: In order to access a broader range of journals, and to satisfy the research demands of Graduate students and faculty explore a "pay-per-use article" delivery system as a cost effective alternative to expensive ongoing journal subscriptions.

- A. Action Step 1: Create a pilot program to find out if our users find a pay-per-use delivery an acceptable substitute to traditional library document delivery.
 - i. Timeline: July 2017-December 2017.
 - ii. Cost: \$5000.00
 - iii. Assessment: online questionnaire

Objective 4: Continue to maintain and build print collections in appropriate subject areas by identifying user needs and collaborating closely with faculty, scholars, and students in KSU Graduate Programs.

- A. Action Step 1: Create a web-based form to be strategically placed on Graduate LibGuides, that would allow teaching faculty and students to recommend materials for purchase.
 - i. Cost: Librarian time to create form.
 - ii. Assessment: Usage and circulation statistics.

Goal 4: Organization

The Graduate Library will be staffed with senior librarians with expertise in the use of the scholarly literature to support graduate students and graduate faculty and in publication and dissemination of scholarly activity. These librarians will be supported by administrative staff sufficient to allow the librarians to put their knowledge and skills to the highest and best use, working with students, faculty, and resource providers. Kennesaw State University will facilitate institutionalized professional development among graduate librarians nationwide.

Objective 1: Each graduate program will be intensively supported by a graduate librarian with expertise in the relevant literature and methods

- A. Action Step 1: Recruit a librarian with business specialization
 - i. Timeline: August 1, 2018
 - ii. Cost: Salary: \$65,000 – 72,000 & benefits; Recruitment: \$3000 advertising and travel
 - iii. Assessment: # of instruction sessions and consultation requests; # of research guides and self-help modules created by August 1, 2020
- B. Action Step 2: Recruit librarian with social science specialization to replace retiring faculty members
 - i. Timeline: August 1, 2018
 - ii. Cost: Salary: \$65,000 – 72,000 & benefits; Recruitment: \$3000 advertising and travel
 - iii. Assessment: Position filled by August 1, 2018; Number of instruction and consultation sessions; Self-service material created (research guides and modules)

Objective 2: Publication and dissemination activities of graduate students and faculty will be supported by specialized library personnel

- A. Action Step 1: Recruit a scholarly communications librarian with expertise in new publishing models, open access, and copyright (both user and producer rights and obligations under U.S. law)
 - i. Timeline: August 1, 2017
 - ii. Cost: Salary \$62,000 – 72,000 & benefits; Recruitment costs: \$3000 (cost of advertising and travel for interviews)
 - iii. Assessment: Number of instruction and consultation sessions

- B. Action Step 2: Recruit a data services specialist with expertise in data sources and transforming data, with an emphasis on digital tools and digital humanities
 - i. Timeline: August 1, 2019
 - ii. Cost: Salary: \$56,000 – 72,000 & benefits; Recruitment: \$3000 advertising and travel
 - iii. Assessment: Position filled by August 1, 2019; Data acquisitions policy written by Dec. 30, 2020; Number of instruction and consultations carried out

Objective 3: Graduate librarians have 10% more time to devote to highest and best use of their knowledge and skills

- A. Action Step 1: Recruit half-time student assistant
 - i. Timeline: January 1, 2017
 - ii. Cost: Salary \$20,000 (benefits?)
 - iii. Assessment: Periodic work reports of graduate librarians showing shift away from routinized activities; Time use log of student assistant

Objective 4: Facilitate establishment of national level institutionalized networking and professional development for librarians serving graduate students

- A. Action Step 1: Initiate online community of graduate librarians as discussion group or
 - i. Timeline: End 2016
 - ii. Cost: \$800 (2 years)
 - iii. Assessment: 35 librarians join community by April 1, 2017; Community averages 6 posts/month by July 1, 2017

- B. Action Step 2: Hold second biannual conference on graduate libraries
 - i. Timeline: April 2018
 - ii. Cost: \$2000
 - iii. Assessment: 100 conference participants; 30 session proposals submitted; Conference evaluation

Objective 5: Create new services and instruction based on understanding needs of KSU graduate students and graduate faculty

- A. Action Step 1: Design and implement needs assessment or study of research environment of graduate students
 - i. Timeline: Study completed by Dec. 2019
 - ii. Cost: \$5000 consulting fees, data analysis
 - iii. Assessment: Number of graduate students and graduate faculty who agree to be studied; Recommendations for changes in services, instruction, space

Goal 5: Scholarly Communications and Digital Commons

The Graduate Library will lead the conversations regarding publishing, scholarly communications, open access, and copyright, and serve as the institutional home for support in such things.

Objective 1: Create and sustain new office of scholarly communications and publications.

- A. Action Step 1: Hire scholarly communications librarian; See goal 5, objective 2, action plan 1
- B. Action Step 2: Hire additional communications professional I (CS to add section to organization portion this weekend)
- C. Action Step 3: Make a physical space for the Scholarly Communications office in the new centralized Learning Commons
 - i. Timeline: 2021-2022
 - ii. Cost: Time and furniture
 - iii. Assessment: This will be a single place where students, faculty and staff can utilize the resources of the team

Objective 2

Begin formal internship program within publishing wing.

- A. Action Step 1: Work with GRA to research best practices regarding publishing internships and to draft all support documents related to internship program
 - i. Timeline: end of spring semester 2017
- B. Action Step 2: Work with academic affairs and other offices to establish internship program by fall 2018
 - i. Timeline: 2 years, First intern will be recruited for fall 2018
 - ii. Cost: Time and staff

- iii. Assessment: We will provide to students experiential learning of academic publishing practices.

Objective 3

Become the publishing house of KSU.

- A. Action Step 1: Develop a menu of services to provide to those interested in publishing with Digital Commons, to include layout, design, copyediting, workflow management, and marketing.
 - i. Timeline: 3 years
 - ii. Cost: Time
 - iii. Assessment: Expanded services will encourage more participation in open access publishing through the Digital Commons, especially when it will help with T&P in various ways.

- B. Action Step 2: In collaboration with a GRA, research practices of successful library-based publishing houses and services. Develop a proposal for a business model for library-based publishing house.
 - i. Timeline: 2018
 - ii. Cost: staff time
 - iii. Assessment: We will have institutional support across a wide array of stakeholders.

Status of Graduate Library Services Unit by 2021:

Research and Instructional Services Unit Strategic Plan 2017-2022

Research and Instruction Services Unit Mission

The Research and Instructional Services (RIS) Department of the KSU Library System supports the University and Library missions by providing excellent research and instructional services to all library users. The RIS Department supports the University's efforts to improve the recruitment, retention, progression, and graduation rates of KSU students by providing expert research and information services to all library users regardless of location; providing an inviting and welcoming environment for learning and research; providing instruction in the retrieval and use of information resources to all faculty, staff, and students; marketing instruction and reference services to all faculty, staff, and students; and by developing techniques for instruction that take into account different learning styles, location of users, and current technologies.

Contents:

1. Instruction
2. Reference
3. Distance Learning
4. Undergraduate Faculty Liaison Program (UFLP)
5. Strategic Marketing

Contribution to Recruitment, Retention, and Progression to Graduation:

Goal 1: Instruction

The Instruction Coordinators schedule and maintain requests for instruction from the faculty, oversee, revise and implement the scheduling system (currently LibCal), train the instruction librarians, and assess the program. Other duties must be approved by the Instruction Coordinators' supervisor.

Goal: Continue to build, revise, improve and assess the undergraduate library instruction program.

Objective 1: Create a learner-centered assessment plan for undergraduate library instruction.

- A. Action Step 1: Develop a 50-minute Introduction to Research assessment tool that evaluates student learning related to one or more of the session outcomes.
 - i. Timeline: Pilot assessment in Fall 2016 and Spring 2017 with a small number of RIS librarians. Analyze and review success of assessment in

Spring 2017. Train librarians in using the assessment tool Summer 2017. Roll out to entire teaching staff Fall 2017.

- ii. Cost: Time of Instruction Coordinators, Instruction Training and Curriculum Subcommittee, Assessment Librarian and other staff members.
 - iii. Assessment: Review students' answers to determine their progress level related to the learning outcomes.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Faculty will be receptive to assessment and will allow it in classes.
- B. Action Step 2: Develop procedure for KSU faculty to give feedback on their library instruction to determine their satisfaction and additional needs.
- i. Timeline: Create survey and procedures during Spring 2017. Pilot survey starting Fall 2017. Analyze results and revise if necessary Spring 2018. Send survey to all faculty who had library instruction Fall 2018
 - ii. Cost: Time of Instruction Coordinators, Instruction Training and Curriculum Subcommittee, Assessment Librarian and other staff members. Use of KSU campus Qualtrics account and library provided software.
 - iii. Assessment: Review results of the survey to inform decisions about instruction training, class assessment, and curriculum.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Faculty will be receptive and take the survey.

Objective 2: Promote undergraduate library instruction to more undergraduate classes.

- A. Action Step 1: Target promotion efforts to First Year Seminar and English Composition I & II faculty for requesting library instruction.
- i. Timeline: Start Spring 2020
 - ii. Cost: Time of Instruction Coordinators and other staff members. Cost: \$0.00 if using email and KSU Inform. Increased instruction classes if program is successful—need additional staff to handle this increase--one full time librarian (approximate cost \$90,000), one full time staff member (approximate cost \$50,000).
 - iii. Assessment: View statistics to see if the number of sessions has increased.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Faculty will be receptive and schedule instruction through the system. If program is extremely successful, we will need more staff in RIS to cover classes.

- B. Action Step 2: Target promotion efforts to faculty teaching Research Methods undergraduate classes for requesting library instruction.
 - i. Timeline: Start Spring 2021
 - ii. Cost: Time of Instruction Coordinators and liaison librarians. Cost: \$0.00 if using email and KSU Inform. Increased instruction classes if program is successful—need additional staff to handle this increase-- one full time librarian (approximate cost \$90,000), one full time staff member (approximate cost \$50,000).
 - iii. Assessment: View statistics to see if the number of sessions has increased.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Faculty will be receptive and schedule instruction through the system. If program is extremely successful, we will need more staff in RIS to cover classes.

Objective 3: Provide additional professional development opportunities for instruction librarians.

- A. Action Step 1: Form a Library Faculty Learning Community (FLC) sponsored by CETL in order to improve teaching skills of instruction librarians.
 - i. Timeline: Apply for CETL FLC by April 2018. CETL announces sponsorship early Fall 2019. Start FLC Spring 2020.
 - ii. Cost: Time of Instruction Coordinators, Instruction Training and Curriculum Subcommittee and other staff members. Compensation for outside trainers if deemed necessary: \$2,000.
 - iii. Assessment: Feedback from participants in program.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. CETL will accept Library System proposal. Instruction librarians will attend sessions.

- B. Action Step 2: Create a peer coaching program for all librarians to improve their teaching skills.
 - i. Timeline: Ask CETL for assistance in observing and providing feedback on library instruction sessions by Fall 2020. Pilot peer coaching for RIS members by Spring 2021. Offer peer coaching for all librarians by Fall 2021
 - ii. Cost: Time of Instruction Coordinators, Instruction Training and Curriculum Subcommittee and other staff members.
 - iii. Assessment: Feedback from participants in program.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. CETL will accept Library System proposal to observe and provide feedback on sessions. Librarians not in RIS will have the interest and time to participate in peer coaching.

2. Reference:

The Reference Coordinator schedules and maintains the calendar for the reference desk at the Sturgis and Johnson Libraries, trains the reference librarians, and assesses the program. Other duties must be approved by the Reference Coordinator's supervisor.

Goal: Develop, implement, and maintain expert services that meet our users' information and research needs.

Objective 1: Evaluate staffing, customer service and reference transactions in order to provide optimal research services to patrons.

- A. Action Step 1: Evaluate reference transactions to determine if current staffing model & hours are optimal.
 - i. Timeline: Ongoing--Reevaluate in Spring semester 2017 for first phase after implementing new desk locations in both libraries. Changes made in Fall semester 2017.
 - ii. Cost: Depending upon assessment, additional staffing may be needed to cover evening and weekend hours.
 - iii. Assessment: Ask-A-Librarian transactions, weekend reference referral transactions, interviews with staff.
 - iv. Assumptions: Appropriate staffing will be provided to extend hours if needed.

- B. Action Step 2: Reconfigure LibAnswers. Determine what information we want to capture and how to structure the transactions form. Complete in conjunction with Assessment Librarian and Virtual Services Department.
 - i. Timeline: Evaluation and creation of new form January-June 2017. Implementation and training July-December 2017.
 - ii. Cost: Time of Reference Services Coordinator, Assessment Librarian and other staff members. Continued support of SpringShare's LibAnswers product or additional products if needed (approximately \$4,700.00/year).
 - iii. Assessment: Statistics pulled from LibAnswers, interviews with reference librarians.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it.

- C. Action Step 3: Develop & conduct a formal assessment of reference services with Assessment Librarian.
 - i. Timeline: January-June 2019
 - ii. Cost: Time of Reference Services Coordinator, Research and Instructional Services Team, Assessment Librarian and other staff members. Use of KSU campus survey packages. Potential cost for software to conduct assessment or to provide incentives for student participation: \$1,000.00

- iii. Assessment: This is an assessment project.
- iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Students will participate in project.

Objective 2: Implement training that will provide optimal research services to patrons.

- A. Action Step 1: Create comprehensive chat policy for outsourced service provider (presently Chatstaff).
 - i. Timeline: January-December 2018
 - ii. Cost: Time of Reference Services Coordinator and Reference Training Subcommittee.
 - iii. Assessment: Increase in quality of chat service. Review of chat transcripts. Potential survey as part of formal reference assessment.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it.
- B. Action Step 2: Work with All-Staff & Faculty Professional Development committees to provide reference training workshops (e.g. vendor training on specific resources).
 - i. Timeline: January-December 2020
 - ii. Cost: Time of Reference Services Coordinator, Reference Training Subcommittee, and All Staff and Faculty Professional Development Committees. Compensation for outside trainers if deemed necessary: \$3,000.
 - iii. Assessment: Increase in quality of reference service. Potential survey as part of formal reference assessment. Interviews with reference librarians.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Reference librarians will participate in training.

Objective 3: Explore collaborations with other departments or student groups for point-of-need research help outside the library.

- A. Action Step 1: Identify departments or student groups (e.g. Residence Life, the Undergraduate Research Club, etc.) & determine if interest exists for point of need services outside of the library.
 - i. Timeline: January-June 2021
 - ii. Cost: Time of Reference Services Coordinator, Strategic Marketing Librarian and other staff members.
 - iii. Assessment: Increase in quality of reference service and number of reference transactions. Potential survey as part of formal reference assessment. Interviews with reference librarians.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it.

- B. Action Step 2: Create implementation plan and work with strategic marketing committee to create promotional materials for point of need reference services.
 - i. Timeline: June-December 2021
 - ii. Cost: Time of Reference Services Coordinator, Strategic Marketing Librarian and other staff members. At least two additional librarians in RIS to cover increased hours and service points: approximately \$150,000. Incentives for student participation: \$1,000.00
 - iii. Assessment: Increase in quality of reference service and number of reference transactions. Potential survey as part of formal reference assessment. Interviews with reference librarians.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. New RIS librarians hired.

Goal 3: Distance Learning

The Distance Learning Librarian maintains and updates online learning objects, trains librarians on their use, and assesses distance learning initiatives of the Library System. This librarian will primarily focus on undergraduate student needs. Other duties must be approved by the Distance Learning Librarian's supervisor.

Goal: To improve library services and increase the library's presence through virtual and online means to: 1. distance learners; 2. those students, faculty and staff who are off campus or live far away from Kennesaw; or 3. on campus students who prefer virtual help.

Objective 1: Improve and assess online instructional services for both distance learners and on or off campus students, faculty and staff who prefer virtual assistance.

- A. Action Step 1: Develop an online "library tour" or tutorial introducing library services using Adobe Captivate (or other software) and incorporating a built in "quiz" or assessment tool at the end to test students and provide feedback to faculty. Could take the place of 20-minute sessions for KSU 1101 classes. Possible to embed into D2L/Brightspace for online classes.
 - i. Timeline: Initial tutorial development by June 2017. Testing and implementation by January 2018. Marketing to KSU faculty by September 2018.
 - ii. Cost: Time of Distance Learning Librarian and other support staff. Cost of Adobe Captivate and use of university-provided software. Potential cost for supplemental materials, professional video photography, or software packages: \$2,000.00
 - iii. Assessment: Usage statistics, feedback from faculty, number of classes embedded into.

- iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Faculty will be receptive and incorporate the product into their courses.
- B. Action Step 2: Assess the Undergraduate Research Guide Template through a usability study, survey of undergraduate students or other assessment method in collaboration with the Virtual Services Department and the Assessment Librarian.
- i. Timeline: January - December 2018
 - ii. Cost: Time of Distance Learning Librarian, Virtual Services team, Assessment Librarian and other staff members. Use of KSU campus survey packages. Potential cost for software/service to conduct usability study or to provide incentives for student participation: \$5,000.00
 - iii. Assessment: This is an assessment project.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Students will participate in project.
- C. Action Step 3: Assess the needs of distance learners through the implementation of a survey of undergraduate students enrolled in online courses in collaboration with the Assessment Librarian.
- i. Timeline: August 2018 – May 2019
 - ii. Cost: Time of Distance Learning Librarian and Assessment Librarian. IRB certification and approval. Use of KSU Qualtrics account or other survey software.
 - iii. Assessment: This is an assessment project.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Students will participate in survey.

Objective 2: Provide additional resources and services for Distance Learning Students.

- A. Action Step 1: Work with Distance Learning Center and other units on campus to expand library services to distance learners. Example services could include mailing of KSU Library System books to the homes of distance students or providing distance students with mailed IDs to be able to check out physical books.
- i. Timeline: September - December 2019 for initial development. Assessment by end of 2020.
 - ii. Cost: Time of Distance Learning Librarian, Access Services staff members and staff of other units on campus. Potential budget for items like postage or software necessary (Approximately \$3,000 for the first year)

- iii. Assessment: Number of students that use the services. Usage statistics.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Other campus units will be receptive and work with the library to provide necessary services.
- B. Action Step 2: Evaluate possible products such as Guide on the Side, Credo Information Literacy Courseware, LibWizard or other similar product into Distance Learning (and in-person) classes. (Project to be done in collaboration with Instruction 5-year plan.)
- i. Timeline: January -- December 2020 for initial review. Assessment by end of 2021.
 - ii. Cost: Time of Distance Learning Librarian, Instruction Coordinators and other staff members. Cost of software chosen approximately \$20,000 per year.
 - iii. Assessment: Number of classes that use products. Usage statistics. Embedded quizzes and assessments incorporated into D2L/Brightspace. Number of librarians incorporating into in-person classes.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it. Faculty will be receptive and incorporate the product into their courses.

Goal 4: Undergraduate Faculty Liaison Program

The Undergraduate Faculty Liaisons Program Coordinator's role is to oversee, revise and administer the Undergraduate Faculty Liaison Program, train librarians on their roles, and assess the program. Other duties must be approved by UFLP Coordinator's supervisor. Undergraduate liaisons should focus their efforts on undergraduate faculty and students, undergraduate collections and undergraduate classes. Requests to assist Graduate Librarians with projects, classes, collection development or other activities should be discussed with the UFLP Coordinator prior to committing time.

Goal: Establish/encourage relationships between Undergraduate Faculty Liaisons and their respective program/department faculty and build a positive reputation for the UFLP among the KSU faculty community.

Objective 1: Create systematic UFL assignment process and on-boarding plan

- A. Action Step 1: 1a. Develop Liaison Coordinator Action Cycle. 1b. Test cycle over a two-year period. 2a. Develop liaison on-boarding plan. 2b. Provide training according to on-boarding plan. 2c. Review/update on-boarding plan according to UFL feedback.
 - i. Timeline: 1a. Formalize Liaison Coordinator Action Cycle by May, 2017. 1b. Test cycle from 7-1-16 to 6-15-18. 1c. Review/revise cycle

July-December 2019. 2a. Develop liaison on-boarding plan by May 2017. 2b. Provide training according to on-boarding plan starting June 2017. 2c. Review/update on-boarding plan on an annual basis starting December 2017.

- ii. Cost: 42+ hours of Liaison Coordinator's time. Time of individual liaisons.
- iii. Assessment: 1. Review cycle for gaps and miscalculations based upon liaison/library administration feedback.
2. Provide liaisons with survey to review annual training opportunities.
- iv. Assumptions: This plan assumes all assignments will continue to commence at the start of the Academic Year. All parties needed to complete the project will have the time and resources necessary to devote to it.

Objective 2: Encourage UFL faculty interaction efforts and increase UFLP awareness among faculty members.

- A. Action Step 1: 1a. Establish baseline level of UFL activity by department size. 1b. Include UFLP activities on FPA as a percentage of liaison time
2. Solicit/create UFLP marketing materials.
 - i. Timeline: 1ai. Update Liaison Interaction Form to include time variable by Fall Semester 2017. 1aii. Estimate average UFL baseline of activity per department by February 2019. 1bi. Provide library administration with 1aii's estimate by February, annually, starting 2019. 2a. Solicit suggestions for marketing materials by March, annually. 2b. Submit marketing requests to marketing committee by May, annually.
 - ii. Cost: ~400 hours spread between 27 librarians. \$500.00 minimum yearly marketing expenditure.
 - iii. Assessment: 1. Review impact/usefulness of newly added FPA element annually starting 2020. 2. Provide UFL's with marketing materials survey to review the previous year's items/suggest new items (March).
 - iv. Assumptions: Library Administration/UFL's approve including liaison time expenditures on FPA. This plan assumes that the campus's faculty population will grow each year (necessitating this form of outreach). All parties needed to complete the project will have the time and resources necessary to devote to it.

Objective 3: Organize UFLP assignments in a forward-thinking manner so as to ensure that liaisons are able to provide high-quality customized services to their assigned departments.

- A. Action Step 1: 1a. Determine the student and faculty growth rate at KSU.
1b. Use the baseline-level of UFL activity based upon department size in conjunction with KSU's growth rate to determine an ideal UFLP

assignment workload. 1c. Hire new librarians who will be liaisons as one of their primary job responsibilities. 1d. Limit UFLP assignments to the ideal workload.

- i. Timeline: 1a. Determine the growth rate by December 2018. 1b. Determine ideal UFLP assignment workload June 2019. 1c. Hire more librarians by January 2020. 1d. Limit UFLP assignments to ideal workload levels by July 2021.
- ii. Cost: The cost will vary and will be dependent upon KSU's growth rate. Our current growth rate (immediately after consolidation) implies that we will need 2-times our current number of people (if workloads remain the same) by 2021. I would therefore assert that we will require 2 additional librarians in 2017, 2 additional librarians in 2018, 2 additional librarians in 2019, and 2 additional librarians in 2020. The total number depends upon their other job-duties. ---- \$80,000-300,000 annual cost
- iii. Assessment: Track faculty feed-back and liaison interaction statistics alongside the campus's growth rate.
- iv. Assumptions: This plan assumes that the campus will continue to grow, that the liaison program will retain its current standards, and that new librarians will have hybrid job responsibilities rather than be only liaison librarians. All parties needed to complete the project will have the time and resources necessary to devote to it.

Objective 4: Develop UFLP services around a model of improvement with regards to preferred versus desired services. Completed in conjunction with Assessment Librarian.

- A. Action Step 1: 1a. Create a survey for faculty members regarding the UFLP. 1b. Distribute the survey to faculty members. 1c. Review survey results and respond. 1d. Develop a UFLP feedback form that may be used at faculty member discretion. 1e. Solicit UFL feedback regarding liaison services and potential improvements.
 - i. Timeline: 1a. Create the survey by January 2018. 1b. Distribute the survey in Fall 2018. 1c. Review survey results by Spring 2019. 1d. Develop feedback form by August 2019 1e. Solicit UFL feedback for improvement annually starting Spring 2017.
 - ii. Cost: ~100 hours of Liaison Coordinator's time. Time of Assessment Librarian.
 - iii. Assessment: This plan will be assessed via UFLP use rates and faculty satisfaction over time. The assessment is built into the action steps as they are all assessment measures.
 - iv. Assumptions: This plan assumes that IRB will not halt the timeline in any way. All parties needed to complete the project will have the time and resources necessary to devote to it.

Goal 5: Strategic Marketing

The role of the Strategic Marketing Coordinators is to plan, prepare, and assist with the execution of various library and campus events to promote library services and to create and implement marketing materials for the Library System. Library administration will work with the Strategic Marketing Coordinators on the future direction of the program.

Goal: Expand and increase knowledge of library services and resources across the consolidated KSU's multiple campuses, libraries, and expanded faculty, staff and student populations both on-campus and online.

Objective 1: Standardize marketing materials, events, social media and calendars across campuses and libraries.

- A. Action Step 1: Update all marketing materials, signage and social media with new KSU Library System logo, brand and creative look.
 - i. Timeline: Completed by June 2017.
 - ii. Cost: Time of Research and Instructional Services Paraprofessional, Strategic Marketing Librarian and other staff members. Price for reprinting some marketing materials: \$1,000.00
 - iii. Assessment: Physical tour of all campus libraries.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it.

- B. Action Step 2: Coordinate marketing calendar for both campuses and all libraries. Expand library event types on each campus. (Ex. Author's Reception, Book Sale, etc.)
 - i. Timeline: January 2018-December 2018
 - ii. Cost: Time of Research and Instructional Services Paraprofessional, Strategic Marketing Librarian, Marketing Committee and other staff members. Price for marketing materials, promotions and incentives: \$2,500.00
 - iii. Assessment: Count number of participants at events. Review of calendars by committee. Interviews with library staff.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it.

- C. Action Step 3: Expand social media presence by combining Facebook accounts, implementing social media policy, and increasing presence on and exploring options for new social media outlets (Twitter, Instagram, etc.)
 - i. Timeline: January 2019-December 2019
 - ii. Cost: Time of Research and Instructional Services Paraprofessional, Strategic Marketing Librarian, Marketing Committee, Virtual Services Department and other staff members. Price for marketing materials, promotions, accounts, and incentives: \$2,000.00

- iii. Assessment: Count visits, page views, and activity on accounts. Review social media comments. Interviews with library staff.
- iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it.

Objective 2: Publicize upcoming projects, renovations, and services to faculty, staff, students and visitors.

- A. Action Step 1: Market completed Sturgis library renovation, Sturgis Library data wall, Johnson library renovations and other library projects to the campus community.
 - i. Timeline: Ongoing beginning January 2017-December 2019
 - ii. Cost: Time of Research and Instructional Services Paraprofessional, Strategic Marketing Librarian, Marketing Committee and other staff members. Price for marketing materials, promotions and incentives or outside trainers: \$5,000.00
 - iii. Assessment: Interviews with library staff. Comments on website, LibQual, or social media. Interviews with faculty. Counts for number of patrons using the wall.
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it.

- B. Action Step 2: Market services such as chat, library instruction classes, one-on-one sessions and other activities provided by the Research and Instructional Services Unit.
 - i. Timeline: January 2020- December 2021
 - ii. Cost: Time of Research and Instructional Services Paraprofessional, Strategic Marketing Librarian, and other Research and Instructional Services staff members. Price for marketing materials, promotions, and incentives: \$5,000.00
 - iii. Assessment: Interviews with students, staff and faculty. Assessments of other units as part of this plan (ex. reference services).
 - iv. Assumptions: All parties needed to complete the project will have the time and resources necessary to devote to it.

Status of RIS Unit by 2021: At the end of this 5-year plan the RIS Unit of the KSU Library System intends to extend its reach to undergraduate students in both quantity and quality. We aim to reach at least 50% more undergraduate students via outreach efforts in instruction, reference, distance learning and through the library liaison program. We also resolve for these efforts to be effective and influential and plan to assess the programs of RIS through the action steps described in this plan.

Technical Services Unit Strategic Plan 2017-2022

Technical Services Unit Mission

Technical Services strives to support the KSU Library System's mission by acquiring library materials, creating metadata to discover contents, and preserving collections in compliance with national standards and best practices in a cost-effective and timely manner. The unit also supports TRAC, CLL, FLRC, MARB, and Georgia Highlands College Library through resource organization and metadata database management.

Contribution to Recruitment, Retention, and Progression to Graduation:

Goal 1: Acquire all types of materials in a cost-effective manner

- A. Action step 1: Adopt emerging procurement models (e.g. Shelf-ready model, DDA, and approval plans) and billing options to acquire diverse materials.
 - i. Timeline: 2017-2022
 - ii. Resources: 1 Acquisition Librarian; about 4.4% of total book fund for Technical Services fee.
 - iii. Assessment: Statistics on purchase volume, cost, turnaround time, and shelf-ready book error rate.

- B. Action step 2: Migrate acquisition data correctly into Alma and implement the existing workflows in Alma.
 - i. Timeline: 2017-2018
 - ii. Resources: Alma Training on acquisition, serials, ERM, and resources management, about \$3,000/per year
 - iii. Assessment: use Alma implementation timeline, travel report, training certificate.

- C. Action step 3: Develop a cross-training program for risk management.
 - i. Timeline: 2017-2019
 - ii. Resources: 2 work-day release /per person each semester for training and implementation
 - iii. Assessment: program design and implementation review.

- D. Action step 4: Develop an outsourcing management solution to improve shelf-ready model.
 - i. Timeline: 2017-2019
 - ii. Resources: self-training and implementation time, about 2 work-day release /per person each semester.

- iii. Assessment: solution design, turnaround time, self-study report, and feedback of stakeholders

Goal 2: Organize and create metadata to discover contents using national metadata standards and emerging best practices in a timely fashion.

- A. Action Step 1: Optimize the existing workflows and develop new workflows to establish best practices of resources management
 - i. Timeline: 2017-2022
 - ii. Resources: training on emerging technologies (MarcEdit, SQL) and national standards (RDA, Linked data), about \$4,000-\$5,000 per year
 - iii. Assessment: Self-study report, documentation, and training certificate

- B. Action Step 2: Migrate resource metadata to Alma correctly and implement the workflows in Alma.
 - i. Timeline: 2017-2018
 - ii. Resources: Alma Training on acquisition, serials, ERM, and resources management, about \$6,000/per year
 - iii. Assessment: Alma implementation timeline, travel reports, and training certificate.

- C. Action Step 3: Develop and execute MOU and procedures to facilitate collaboration and services provided to TRAC, CLL, MARB, FLRC, and Georgia Highlands College Library.
 - i. Timeline: 2017-2022
 - ii. Resources: About 12-hour per week for additional cataloging time.
 - iii. Assessment: MOUs, procedures, statistics, and progress report

- D. Action Step 4: Develop and enhance batch cataloging workflows for electronic collections (eBooks, packages, and databases) in Alma
 - i. Timeline: 2017-2022
 - ii. Resources: About \$4,000 per year for training in new software or conference programs.
 - iii. Assessment: Self-study report, workflow design, and documentation

Goal 3: Enhance user experience of online catalog by optimizing operations in collaboration with other stakeholders

- A. Action Step 1: Standardize Technical Services processes through policies, procedures, and emerging best practices.
 - i. Timeline: 2017-2022
 - ii. Resources: training and conference programs, \$2,000-\$4,000 per year

- iii. Assessment: Policies, procedures, self-study report, user experience survey.
- B. Action Step 2: Improve the Technical Services online portal and optimize electronic data exchange between stakeholders and Technical Services
 - i. Timeline: 2017-2022
 - ii. Resources: time for training and application development, about 4 hours per week for a librarian
 - iii. Assessment: Portal usage, analytical reports, and user feedback.
- C. Action Step 3: Update ILS databases and online catalog as collections are weeded or expanded
 - i. Timeline: 2017-2022
 - ii. Resources: 10-hour per week for student assistant
 - iii. Assessment: Statistics, weeding project timeline, and feedback other stakeholders

Rationale of the Addition of an Acquisition Librarian

The KSU Library System would greatly benefit from the addition of an Acquisitions Librarian to help coordinate the multifaceted processes associated with the established acquisition workflows in Technical Services. As it currently stands, the paraprofessionals in Technical Services have to constantly switch between ordering, receiving, invoicing, and payment procedures, as well keeping in contact with a myriad of vendors and the KSU business office. This first-come-first-serve approach cannot provide a long-term solution to resolve these problems in an effective and efficient manner.

The professional Acquisitions Librarian would direct the workflows of the acquisitions paraprofessionals to ensure that all relevant duties are fulfilled in a timely fashion, while simultaneously weeding out procedural hurdles in the various processes as they occur. The Acquisitions Librarian would serve as the primary contact for the respective vendor's service representatives so as to create lasting relationships with the individuals responsible for making sure the library receives the services it has paid for, and minimizing the confusion that several vendors have expressed when contacting our library system. This position would ensure Technical Services to more quickly resolve the questions and issues that are an inevitable part of the continually shifting acquisitions workflows which effect other library departments. As the Library System grows, a well-established acquisition operation implemented through versatile procurement portfolios embedded with emerging technologies will play a critical role in library success. A dedicated professional with the knowledge of acquisition and emerging technology is essential for Technical Services to successfully support the Library System's mission.

Status of Technical Services Unit by 2021:

Virtual Services Unit Strategic Plan 2017-2022

Virtual Services Unit Vision

The mission of Virtual Services is to provide leadership and expertise in library technology to serve the KSU library system and campus community in teaching, learning and research. As part of this, Virtual Services must also work closely with UITS and other university units to make certain that we have the full range of support and resources available to satisfy the needs of library staff and users.

Contribution to Recruitment, Retention, and Progression to Graduation: Virtual Services can best help enrolled students by having systems that allow them to find the resources they need as easily as possible, by using whatever device they have available to them, be it computer, tablet, or smartphone. To that end, our systems should be integrated and mobile compliant as much as possible. And when issues arise, it is in our best interest to have as many people as possible able to assist in whatever manner is needed.

Unit Goal: By 2022, Virtual Services plans to be ready to support the needs of both the other library units and the campus community as KSU evolves and grows. To this end, we intend to both improve our capabilities by increasing staffing and training, and commit ourselves to supporting the other units of the library complete their goals.

Goal 1: Improve our unit's overall organizational efficiency & effectiveness.

- A. Action Step 1: Hire more personnel to assist with current and future responsibilities, specifically a paraprofessional to handle low end work, a Data Services Librarian at Marietta and an IT generalist, perhaps a UITS person permanently on assignment for the library system.
 - i. Timeline: Positions to be posted and filled in 2017-18.
 - ii. Cost: \$25,000 for Paraprofessional. \$45,000 for Data Services Librarian. \$35,000 for IT Generalist. For last position, something could possibly be worked out with UITS in terms of reassigning someone or sharing the salary cost.
 - iii. Assessment: All positions filled.

- B. Action Step 2: Crosstrain staff so work can be done in case of absences or staff vacancies.
 - i. Timeline: Beginning 2017 with current existing systems, and ongoing as new systems implemented & updated.
 - ii. Cost: Time of involved employees. Additional costs may possibly include: UITS classes, reference materials or website memberships.
 - iii. Assessment: Feedback from all employees involved.

- C. Action Step 3: Have all unit librarians attend at least one professional library technology conference/event/training per year.
 - i. Timeline: Beginning 2017 and ongoing.
 - ii. Cost: \$5,000/year? Costs could be adjusted depending on location of conference.
 - iii. Assessment: Conference would have to be relevant to Virtual Service attendees skill needs. Travel report would provide information to Administration on what was learned.

Goal 2: Improve communications throughout the units of the library system as a whole.

- A. Action Step 1: Refine and improve library's website and directly controlled services (proxy, interlibrary loan, etc.) to work optimally in mobile settings. This will include the identification of all systems capable of supporting the mobile environment, and transition those that do not.
 - i. Timeline: Now through end of 2018.
 - ii. Cost: Time of Virtual Services librarian, plus assistance from UITS and vendor technical support as needed.
 - iii. Assessment: All services identified and converted to mobile responsive system. User feedback collected through surveys and possible focus groups. Additional data possible through website heatmaps to measure clicks.
- B. Action Step 2: Continue to maintain, improve and expand Sharepoint.
 - i. Timeline: Continuous.
 - ii. Cost: Time of designated librarian, plus the cooperation of other library units for developing & improving their areas. Printed reference materials possibly needed, cost for multiple copies of multiple titles to come from Collection Development desktop copies fund. Also requires cooperation & server support on part of UITS.
 - iii. Assessment: User feedback gathered from library staff through satisfaction surveys or similar methods.

Goal 3: Modernize our library's integrated library system (ILS) with move from Voyager to Alma. As a goal, ALMA adoption is a project already currently underway. Since this document was first drafted, two of the original action steps (training and data preparation) have already been completed. However, the ALMA project so deeply affects much of the library, it has to be acknowledged as a goal to achieve.

- A. Action Step 1: Complete shift to implementation of Alma ILS with minimal downtime and loss of data.

- i. Timeline: January 2017 through April 2017 will comprise readiness checks. ALMA cutover and launch will occur May 2017, going live on May 26, 2017. Further updating, tweaking, and correcting of errors found after implementation will continue afterwards, with most to be found by July 2019. Cleanup will continue through 2022.
- ii. Cost: Time of Systems Librarian plus additional librarians and staff throughout library, including but not limited to Access Services, Technical Services, and others.
- iii. Assessment: Have the staff been trained on the new systems? Has the new system been implemented to the public? Do other major library systems (i.e., Discovery) work with Alma? What ongoing issues remain unsolved by Alma implementation, and how can these be corrected?

Goal 4: Work with other units to help accomplish their strategic goals. As a "support" unit, Virtual Services needs to be ready to lend a hand to help other units accomplish their goals so that all may improve themselves.

- A. Action Step 1: Support RIS projects.
 - i. Timeline: Through 2019 under current RIS plans.
 - ii. Cost: Time of Virtual Services personnel. Additional costs for software or hardware are included in RIS plans.
 - iii. Assessment: Success of the projects will be judged by RIS, as these are their projects. Virtual Services will be assessed on our ability to satisfy the requirements of RIS to complete the projects.

- B. Action Step 2: Support Collection Development projects.
 - i. Timeline: Through 2022 under current Collection Development plans.
 - ii. Cost: Time of Virtual Services personnel. Additional costs for software or hardware are included in RIS plans.
 - iii. Assessment: Success of the projects will be judged by Collection Development standards. Virtual Services will be assessed on our ability to satisfy the needs of Collection Development to complete their projects.

Status of Virtual Services Unit by 2021: