

STRATEGIC PLAN

Simon Schwob Memorial Library
FY 2003 - FY 2004 Level 2 Plan

Part 1: Philosophy

A. MISSION:

Columbus State University Libraries support the University's curricular, research, cultural and community service objectives by providing resources, instruction and other services that promote and enrich intellectual and personal growth and scholarship.

B. VISION STATEMENT:

- (1) The Libraries will be a vital and essential component of university life at CSU. The Libraries' faculty and staff will work diligently to promote library resources and services in order to realize the Libraries' full potential as the premier campus information resource.
- (2) The Libraries will enrich the lives of Columbus State University students, faculty and staff by heightening their awareness, understanding and appreciation of the information universe and facilitating their usage of information. The Libraries will focus on being Teaching Libraries, cultivating information literacy skills and competencies that are essential for success in college and for life-long learning.
- (3) The Libraries will serve as the intellectual hub of the campus, offering quality services, programming and collections to meet the diverse needs of the CSU community. The library buildings will be inviting, safe and welcoming to users and will serve as an academic sanctuary for the campus.
- (4) The Libraries will provide technological resources to facilitate information access and delivery. Guidance and consultation in the selection and usage of teaching and learning technologies will be offered across campus through the Library's Instructional Technology Services Department.
- (5) The Libraries will be user-centered, anticipating the long-term needs of users and making appropriate plans for meeting those needs in accordance with University priorities.
- (6) The Libraries will appreciate the contributions of their employees by encouraging participation of their faculty and staff in library and campus activities and providing opportunities for professional and staff development.
- (7) The Libraries will participate in collaborative efforts and will promote collaborations between individuals and agencies on and off campus.
- (8) The Libraries will strive to be the best they can be, engaging in self-study and always looking for creative innovative approaches to challenges and opportunities. The Libraries will aim to be models of excellence for peer, urban academic libraries.

Part 2: Assessment and Plans

A. Assessment of FY 03 Plans

The 2002-2003 academic year was an eventful and challenging year for the faculty and staff of the CSU libraries.

Major accomplishments included:

- An Information Commons, providing one-stop information shopping was established in the fall of 2002
- The Library Faculty developed new mission and vision statements for the Library
- The University hired a programming consultant, A. Vincent Pope and Associates of Atlanta, to begin developing space allotments for a new library/classroom building
- A Browsing Library, containing fiction and non-fiction paperbacks, was created
- The Library hired a Coordinator of Bibliographic Instruction to assist Library Faculty with implementing ACRL Information Literacy Standards and teaching in general
- The Instructional Technology Services Department spent \$99,000 (by June 30, 2002) of special initiative monies ("Advanced Learning Technologies") to purchase computer and AV equipment to meet the needs of the campus community
- In October, 2002, the Library held its first-ever book sale
- From January to March the Library sponsored its second annual university-wide Faculty Research Forum series; 15 faculty members made short presentations about their research. There were seven forums in all; each was an hour long. The Library provided refreshments for the attendees. Surveys indicated a strong approval rating for the series

Major challenges included:

- Working for another year with a book budget of \$85,000 (in the beginning of FY98 this figure was \$169,000)
- Library budget cuts during FY 03 amounted to around \$105,000. As result, the library took a number of drastic actions:
 - ❖ Cancelled 58 journals
 - ❖ Cancelled \$23,000 worth of standing orders

- ❖ Cancelled all orders for magazines on microfilm
 - ❖ Stopped binding journals
 - ❖ Stopped ordering books (i.e., newly-published monographs)
- Having 2 out of 4 vacant library positions frozen (one librarian, one technical support person for ITS)
 - Ending up with very slim applicant pools for positions advertised
 - Dealing with a shortage of student assistant funds
 - Handling of sound and presentation equipment for non-academic venues (ITS responsibility)
 - Operating an antiquated security (anti-book theft) system
 - Working in an unattractive, dowdy and dusty environment, badly in need of a major clean-up and a make-over

B. Plans for FY 03

The library strategic plan has 73 action goals for the coming year. They are arranged in priority order under the following categories:

- Promoting Library Services and Resources
- Instruction
- Services
- Programming
- Collections
- Facilities
- Technology
- Customer Service
- Professional and Staff Development
- Partnerships
- Self-Study

Some of the most important goals include:

- Beginning a faculty profile survey
- Continuing to integrate ACRL's Information Literacy Standards in all of the library's instructional efforts
- Expanding staffing
- Continuing the Faculty Research Forum Series
- Continuing to see financial support of the university administration to restore funding (\$200,000) to build the library's collections in all formats

- Continuing to be involved in planning for the new library/classroom building
- Continuing to promote the idea of a Fine and Performing Arts Library for the downtown campus
- Seeking funding to maintain and upgrade instructional technologies
- Continuing to place a high emphasis on customer service
- Seeking funding opportunities for faculty and staff training, development, etc.
- Continuing to participate in GIL/GALILEO activities
- Doing a user survey

COLUMBUS STATE UNIVERSITY
SCHWOB LIBRARY
FY 2003 Strategic Planning Assessment

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Collection Services:	
1,8	1,5	1. Seek financial support of the university administration to restore and increase funding to build the library's collections	VPAA is aware of this problem and is working on it. Library book endowment is a category choice in the CSU capital campaign.
4,8	1,5,7	2. Seek approval to establish a "Friends" group	Not done.
1,8	1,5	3. Explore creative approaches to funding the library's book budget, such as requesting donations from the Alumni Association, offering check-out privileges for a fee, etc.	Not done.
1,6	2,5	4. Investigate scheme for providing easy access to online resources	GALILEO lacked funding for this project. The library has begun integrating its own online resources into the GALILEO menu screens.
1,6	2	5. Install GIL terminals on the 2 nd and 3 rd floors of the library	Done; provides easier, more convenient access to the library's circulating collection
1,8	1,2,5,6	6. Implement GIL Universal Borrowing procedures	Not done; this problem can only be resolved by the vendor.
8	1	7. Hold a book sale (through the CSU Foundation) to get rid of unwanted gift books	Done; a great PR move that brought in about \$250 for the library.
1,8	3,5	8. Fill 1 vacant librarian positions (Education Liaison)	Not done; position frozen. This adversely affects the library's teaching mission; there is pressure on rest of staff who have to cover duties of this position
1,8	2,7	9. Continue to support library staff in improving their information technology and subject content skills	A number of staff attended CINS workshops; a Couple went to the Rock Eagle conference; these efforts will help to improve academic support of the teaching/ learning process

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Collection Services (cont'd.):	
1,8	3,7	10. Integrate information literacy standards (ACRL) in all of the library's instructional efforts	The new Coordinator of Instruction has begun work on this project; it will ensure quality instruction across the board—in Credit course, one hour sessions, tutorials, etc.

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Customer Service:	
1	5,7	11. Continue to place a high emphasis on customer service	The library continued this effort through a number of activities such as the establishment of an Information Commons, promotion of GALILEO, and small perks for patrons such as hot chocolate and donuts in the lobby.
1	1,5	12. Create a paperback exchange collection of unwanted gift paperback books	Done; this collection provides recreational reading to students (since book budget does not allow purchase of much fiction)

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Customer Service (cont'd.):	
8	5,7	13. Continue to provide increased opportunities for professional and staff development	<p>In order to provide a more knowledgeable, helpful, friendly staff, the library provided the following learning opportunities:</p> <ul style="list-style-type: none"> • A half-day in house staff workshop in August • A visit to the Georgia Tech Information Commons (4 staff/faculty members) • A visit to the new UGA Student Learning Center (2 faculty members) • Staff Development Day for entire staff at the Springer Theatre's Learning Center • Visit from and to Bradley Library's Reference Department • One faculty member attended national conference in Chicago • One faculty member attended meetings in Austin, TX and Baton Rouge, LA
1	5,7	14. Conduct another user survey, including a web version	Not done.
1,8	5,7	15. Address the student employee problem (financial and personnel issues)	Not done.
1,6	4,5,7	16. Create a computer-equipped group study room on the 1 st floor	This effort is in progress, although the location will be the 2 nd floor.
1,6	4,5,7	17. Provide additional technology in ETC: <ul style="list-style-type: none"> • Create a PowerPoint presentation practice area • Implement Microfilm reader/printer's digital capabilities 	Plans for both of these technology additions are still underway.

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Customer Service (cont'd.):	
1,6,8	2,3,4,5,7	18. Create an Information Commons in the Reference Area	With ETAC-funded computers and about \$5000 worth of furniture bought with end-of-the-year funds, the Information Commons was established in Fall 2002. It provides one-stop shopping for students; they are able to do information retrieval, word processing, email, etc.—all in an area where professional assistance is provided.
1,8	3,7	19. Obtain technology training for librarians, staff and student assistant who will man the Information Commons	Library personnel who work in the Information Commons attended CINS classes. This will enable them to better serve student patrons.
8	2,3,5,7	20. Implement a major over-haul of librarian and staff salaries	Not done; bad timing.
1,8,9	5,7	21. Redo the library's mission statement and goals	Done; the library has a new mission statement and vision statements.

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Instructional Technology:	
1,6,8	3,4,7	22. Secure technology training for ITS staff	Staff members in ITS attended CINS, WebCT and general technology training.
1,6,8	3,4,7	23. Promote academic technology utilization through individual and group training sessions, forums, and demonstrations by faculty	ITS provided a number of group sessions on WebCT and numerous one-on-one sessions for individuals in the use of various software programs and equipment.
6,8	4,5	24. Replace basic instructional equipment and lamps; acquire new technologies for circulation and installations; upgrade GSAMS 2-way interactive system	Over \$1million of AV and media presentation technology was purchased and installed during the construction of the Center for Commerce & Technology. 5 new media-equipped classrooms were created and 6 media rooms were upgraded. Departments were provided with a VCR (PE), a document camera (Theater), and a new classroom music listening system (Music). A new multi-standard VCR was donated. A high-resolution digital camera, a scanner, and two computers for media production were acquired. Funds were provided through end-of-year, capital campaign, Outreach and the Pitts Foundation. Also 2 GSAMS classrooms were relocated, resulting in more user-convenient facilities and a reduction in monthly charges.
1,6	2,4,5	25. Bring up Voyager Media Booking module	This product is being evaluated.

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Instructional Technology (cont'd.):	
1,6,8	3,4	26. Fill 2 vacant ITS multimedia positions (Tim Daniel's replacement and new hire that was frozen)	The ITS vacancy was downgraded (due to funding issues) and filled as an entry level instruction technology specialist. The new hire remained frozen. It is difficult to provide adequate service to faculty in the area of multimedia assistance, online courses (WebCT) and GSAMS with the present number of staff. With the addition of new media classrooms (including 20 in the Technology and Commerce Building), an increased volume and complexity of media presentations by faculty and students, and a greater reliance on technology, the current staff of 4-5 will not be able to meet all requests for equipment, training, production assistance or web-based instruction information.
1,6	4,5,7	27. Pay for campus-wide WebCT license	To the relief of all concerned, this was paid for with Student Technology Fee monies.
4,5	4,5	28. Add Audio & Presentation Technical Support Specialist for non-academic venues	This need has been vocalized, but no action has been taken. Part of the problem has been alleviated by the contracting out of sound provision for rental events. However, the problem is not solved.

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Archives:	
4	1,2,6,7	29. Pursue the establishment of The Columbus Archives and History Center as a CSU affiliate	This collaborative venture for the long-term improvement of quality of life in the service area is still being pursued. The Historic Columbus Foundation has pledged its support of the project.
4	6,7	30. Continue to solicit collections relating to the history of Columbus	A number of important collections were received by the Archives, the most important being the Carson McCullers Collection which was added in conjunction with the McCullers Center for Writers and Musicians.
1,8	2	31. Begin evaluation the state of records management on the CSU campus; inventory existing record groups	Not done. Records management falls under the aegis of the library, but due to lack of staffing, has never been coordinated. Monies will be needed to hire a part-time staff person to inventory the records and survey their physical condition

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Resource Sharing:	
1,4,8	2,6	32. Continue with GALILEO/GIL activities, specifically the GIL Union Catalog and Universal Borrowing projects	The library is beta-testing Universal Borrowing. CSU library faculty and staff are on a number of GIL/GALILEO committees: <ul style="list-style-type: none"> • The library director is the chair-elect of the GALILEO steering committee • A librarian is on the GALILEO Electronic Collection Development Committee • A staff member is on the GIL Universal Borrowing Committee • A librarian is on the GALILEO Electronic Resources Accessibility Study Group
4	7	33. Continue to share information about CSU library innovations	The library has been promoted as a model of excellence through the following activities: <ul style="list-style-type: none"> • Visits from the Bradley Library Reference Staff • Talks to various community groups by library faculty • Tours/classes for high school students provided by the Information Services Dept. • Continuous updating of the library web site
4	7	34. Continue publishing <i>Simon Says</i>	Done; now also available online
1,8	6,7	35. Continue collaborative ventures with other academic libraries	The library continues to partner with Columbus Technical Institute, Georgia Southwestern and Medical College of Georgia. The library has reciprocal ILL agreements with:

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Resource Sharing (cont'd.):	
1,8	6,7	36. Continue partnering with local libraries and media center specialists	The Information Services Staff visited the Reference Dept. of the Bradley Library and received a visit from them as well; discarded reference books are offered to local public high schools and leftovers from the book sale were donated to a Harris County prison library.
1,4	7	37. Host another faculty research forum that will highlight research activities across disciplines	Seven Faculty Research Forums were held in Spring 2003. The series promotes an interest in scholarship and serves as a vehicle for alerting faculty about the problems of scholarly journal publishing (i.e., spiraling costs, etc.)

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Improvement to the Physical and Technological Environment:	
1,6,7	2,3,4,7	38. Become involved in the planning of the new library/classroom building that was approved by the B.O.R. in June 01.	The library director and chair of the Library Facilities Committee have been involved in the programming phase of the planning. More involvement is anticipated in the coming year.
1,8	1,4	39. Replace part of 3M Security System	Not done due to funding. Continues to be a worrisome problem.
1,7	5,7	40. Investigate options for blocking out excess UV Light in the Music Library	Not done due to funding. Continues to pose potential preservation problems.

Goal		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Improvement to the Physical and Technological Environment (cont'd.):	
7,8	5,7	41. Enlarge the present library conference room and furnish it with new furniture	Not done due to funding. The present facility is too small for library faculty meetings. It is also used for library social functions. The furniture in the room is mismatched odds and ends. Updating the room would be a real morale booster.
7,8	5,7	42. Obtain new furniture and a new paint job for the staff break room	Not done due to funding. The furniture in the break room is 27 years old. The entire room needs a make-over, which would boost the morale of the staff.
6,8	5	43. Replace outdated faculty and staff computers	Partially done. Remainder of computers requested with 03 ETAC funds.
1,6,8	4,5,7	44. Continue investigating one-card system for copying, fines, etc.	Not done due to funding.
6,8	5	45. Purchase ergonomically-designed computer furniture for library faculty and staff.	Not done due to funding.
7	5,7	46. Major cleaning of entire building, including dusting, vacuuming, and cleaning of all glass surfaces (outside windows included)	Not done due to funding.

COLUMBUS STATE UNIVERSITY
CSU Libraries
FY 2004, LEVEL 2 PLAN

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Promoting Library Services and Resources (in priority order)		
1,4	1	1. Begin a faculty profile survey	0	The survey will be a vehicle for disseminating information about the library to the faculty. It will also inform librarians about faculty teaching interests; this will assist librarians with collection development activities.
1,4	1	2. Re-do the Library's website	0	The web site will be more organized and informative; users will be able to access information more easily.
4	1	3. Host a reception ("Coffee Hour") in the Library for faculty during planning week	\$600	The reception will be a public relations opportunity for the library to introduce its liaison librarians, make major announcements regarding services and collections and provide a "collegiality" event for all faculty.
4	1	4. Design a library logo	0	A logo symbolizes the essence of the institution; the library logo will be used on all library materials/publications to instantly identify the library as the originator of the material/publication.
1,4	1	5. Advertise library resources, event and policies via flyers, bookmarks, <i>Simon Says</i> , The Saber	0	Advertising services, policies, events and the like will better inform CSU community members and will enable them to make better use of the library.
1,4	1	6. Design, print and distribute a library brochure for distance learners	\$200	A brochure outlining services for distance learners will provide a handy reference for students in this category.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Instruction (in priority order)		
1	2	1. Continue to integrate ACRL's Information Literacy standards in all of library's instructional efforts	0	This project will ensure quality instruction across the board—in the library's credit course, one-hour classes, tutorials, etc.
1,6,8	2,4	2. Provide individual and group instruction for equipment and media classrooms, including new facilities in Technology and Commerce Center	0	These efforts will enable faculty to use classroom technologies effectively and efficiently.
1	2	3. Begin efforts to standardize LIBR 1105 starting Fall 2003	0	Standardizing LIBR 1105 will ensure quality and will move the library closer toward offering this course online.
1,6	2	4. Continue GALILEO and other information-related workshops	0	These workshops enable students to utilize online resources more effectively and efficiently.
1,6	2	5. Re-do WIRED (library's online tutorial)	0	An updated version of this tutorial will enable on-campus and distance learners to learn how to effectively use library online resources.
1,6,8	2,4	6. Continue to offer WebCT and GSAMS training	0	These efforts will enable faculty to use distance education technologies effectively and efficiently.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Services (in priority order)		
1	3,4,5	1. Expand staffing: <ul style="list-style-type: none"> • Additional Information Services librarian to serve as Business Liaison ("lost" position) @ \$35,000 • Additional ITS entry-level instructional technology position ("lost" position) @ \$25,000 • Additional sound person for non-academic events @ \$25,000 • Additional ITS position for downtown campus @ \$25,000 • More funding for student assistant positions @ \$20,000 	\$130,000	All of the positions listed are critical to the provision of quality service. Restoring the library's business liaison librarian will improve the library's liaison work with the ATCOB, enhancing the library's role in the AACSB accreditation project. Another entry-level position in ITS is very important due to the acquisition of the Technology and Commerce Building—and all of its media classrooms. The issue of a sound person for non-academic events is still a possibility, and the idea of an ITS person for the downtown campus must be considered during the planning of those facilities. The library is short of student assistant monies by about \$15,000-\$20,000 every year. Further, additional student assistants would allow the Music Library to extend its hours.
1,6	3,4	2. Enter JSTOR journal holdings into GIL	0	This laborious task would be of great service to library users as it would allow them to see the titles of electronic journals subscribed to through JSTOR in the online catalog.
1,6	3,4	3. Develop an electronic reserves system	0	This project would provide online access to readings that faculty normally place on reserve; it would especially benefit distance learners.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Services (cont'd.) (in priority order)		
1,3,4	3,7,8	4. Implement borrowing and lending of sound recordings via ILL	\$200	This service would expand the audio/music resources currently available to music students and faculty. It would also enhance the library's image as an innovator, as this service is not widely available in Georgia.
9	3,7	5. Begin evaluation of the state of records management on the CSU campus	0	Something has to be done to assess the status of CSU's records management program. Eventually there should be a clerical assistant to help with the program.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Programming (in priority order)		
4,8	3	1. Continue the Faculty Research Forum Series	\$400	This series promotes an interest in scholarship and collegiality.
2,4,5	3	2. Develop activities related to presidential elections or possible presidential debate	\$500	Such activities will promote an interest in a timely topic and encourage students to become involved politically.
4	3	3. Plan and carry out a National Library Week event (April 2004)	\$200	An NLW event will promote an interest in the library, while showing a bit of customer appreciation.
4	3	4. Plan and carry out a celebration/contest related to the discarding of the card catalog	\$200	This activity will promote creativity and create a sort of ritual (out with the old and in with the new); the event can be used as an opportunity to publicize the wonders of the online catalog.
1,8	3	5. Hold another book sale (of unwanted gift books)	0	A book sale is a great PR event and generates some funds for the library's book budget.
1,4	3	6. Explore the possibility of hosting a student research forum	0	A student forum would promote an interest in scholarship and recognize student achievement.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Collections (in priority order)		
1	3	1. Continue to seek financial support of the university administration to restore funding to build the library's collections in all formats	\$200,000	Restored funding would ensure that the library acquires materials that meet the needs of students and faculty; need approximately \$200,000 to catch up from last year.
1	3	2. Re-do the library's Collection Development Policy	0	A new policy would ensure that the library acquires materials that meet the needs of students and faculty. It is essential to have a new plan in place once funds are acquired.
1,3	3,5	3. Devise a plan for the creation of a downtown Fine and Performing Arts Library, including the cost of duplicating standard reference works	0	This plan would deal primarily with the cost of duplicating major reference sets that would need to be housed at both the main and the new library. It would also provide information on space considerations and staffing needs.
1,8	3	4. Seek creative funding approaches to funding the library's book budget (alumni association, fees for check-out privileges, Friends group, etc.)	0	These efforts would secure funding that would improve the quality of the library's collections.
1,3	3	5. Address accreditation concerns, including NASM recommendations	\$35,000 (Music Library)	There needs to be an overall campus plan to address library shortcomings during the accreditation process. At this point the Music Library needs \$35,000 a year for 5 years to bring its collection up to par.
1	3	6. Weed print collections (circulating, reference, bound periodicals); get faculty involved	0	The CSU Library is a current--not a research--collection. The shelves must be weeded for outdated materials. This should be done with the aid of faculty members. This project will ensure the quality of the library's collections.
1,6	3, 5,8	7. Investigate barcoding bound and loose periodicals for usage statistics	0	If implemented, this barcoding project would provide valuable information on usage statistics. However, there would be a cost for materials and labor. This year we will only investigate the process.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Facilities (in priority order)		
1,7	3,5	1. Continue planning for new library/classroom building	0	Library involvement in this project will ensure that library, information and technology components of the new building will be functional and meet the needs of the CSU community and the library staff.
1,3,7	3,5	2. Continue to promote the idea of a Fine and Performing Arts Library for the downtown campus	0	Gaining acceptance for the idea of a Fine and Performing Arts Library should lead to the incorporation of such a facility in the plans for the downtown campus expansion.
1,6	3,4,5	3. Create a student PowerPoint practice room	\$500	A practice room near the Information Commons will bring the library closer to the concept of a multi-media commons. The room will greatly assist students who want to practice their PowerPoint presentations.
1,6	3,4,5	4. Wire 2 study rooms to make them computer study rooms	\$200	Wired study rooms will meet the collaborative learning needs of CSU students.
1,7	3,5	5. Begin work on MRR planning for present library (in conjunction with plans for new building)	0	This project will need to be coordinated with planning for the new building to ensure integration (aesthetic and functional) of the new and present buildings.
1,7	3	6. Replace security system, desensitizers and present computer monitors at front desk	\$12,000	A new security gate will help curtail unauthorized borrowing.
6,7	3,6	7. Investigate ergonomically-designed furniture for library faculty and staff	\$20,000	New staff furniture will improve service to internal customers and improve morale.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Facilities (cont'd.) (in priority order)		
1,7	3,5	8. Expand the Archives	[\$25,000]	Expansion of the Archives will allow the integration of collections that are currently housed in the library basement. This expansion will be done with funds from ISAC. The expansion will not solve the Archives' accessibility problem.
1,2	3	9. Secure some outside patio furniture	[\$1,500]	Three concrete picnic tables with umbrellas are planned for the outside of the library. This will provide a pleasant gathering place for students. The funds for this project will be obtained from a private donor.
1,3,7	3	10. Investigate UV blocking and window treatment for Music Library	\$2,500	It is important to decrease the light and heat from the Music Library west-side windows. Heat and light damage library materials and create an unpleasant inside climate for library users and staff.
1,2,7	3,4,5	11. Test out a self-check machine for possible purchase	0	A self-check machine will cut down on staffing needs at the circulation desk and allow students to serve themselves.
7,8	3,6	12. Enlarge present library conference room and furnish it with new furniture.	\$2,000	The present facility is too small for library faculty meetings. It is also used for social functions.
7,8	3,6	13. Obtain new furniture and a paint job for the library staff room	\$3,000	The furniture in the break room is 28 years old. The entire room needs a makeover, which would boost staff morale.
1,7	3,5	14. Secure better chairs for the Information Commons	\$5,000	Task chairs for the Information Commons would create a better look for the Commons, and would make the area more user-friendly.
4,7	3,5,7	15. Continue to promote the idea of a History Center in Columbus	0	This collaborative venture will improve the quality of life in the service area.
7	3	16. Major cleaning of entire library, including dusting and vacuuming of interior and cleaning of all glass surfaces (including outside of windows)	\$5,000	This would improve the appearance, as well as health-related conditions, in the library.
7	3,5	17. Secure a second public elevator	[\$25,000]	A second elevator would help with traffic flow in the building; secure grant money for this project.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Technology (in priority order)		
1,6,7	4,5	1. Seek funding to maintain and upgrade instructional technologies (including lamps, repairs, replacements)	\$150,000	This will enhance the teaching and learning environment. Funding for these efforts is no longer available from statewide initiatives.
1,6	3,4,5	2. Upgrade library printers (public and staff; approximately 11)	\$19,000	This is important for user satisfaction as well as staff efficiency and productivity.
6,8	4,6	3. Purchase new computers for faculty and staff	\$20,000	This will improve staff efficiency and productivity.
1,6	3,4,5	4. Purchase a PC interface kit for microfilm reader-printer RP6000	\$500	This conversion kit will turn the present reader-printer into a microfilm scanner; being able to digitize microfilm copies of journal and newspaper articles will benefit users greatly.
6,8	4,6,8	5. Investigate software for ILL management	\$15,000	ILL software will enable staff to keep records online rather than in antiquated paper files; it will also improve methods for keeping statistics and printing labels.
6,8	4,6,8	6. Move closer toward Voyager Media Booking	0	Having an automated booking/scheduling process for ITS will facilitate booking and the gathering of statistics. There is no charge for the product.
2,6,7	3,4,5	7. Continue to promote a one card system for the university	0	Such a system would free up staff for more difficult library-related services and improve service to patrons.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Customer Service (in priority order)		
1,2	5,6	1. Continue to place a high emphasis on customer service	0	Reminding staff of customer service issues will help to improve the quality of service.
1,2	5,6	2. Develop procedure related to the Patriot Act and privacy issues	0	A procedural plan will alleviate confusion in case the library is served with a warrant or subpoena with regard to patron records.
2	5	3. Hold customer appreciation events	\$150	Customer appreciation events help to boost patron morale and underscore the library's concern for a high level of customer satisfaction.
6,9	4,5,6	4. Develop ITS troubleshooting procedures for Circulation and Information Services Depts.	0	Troubleshooting procedures will help solve after-hours AV problems for library staff.
2,4	1,3,5	5. Obtain plastic carryout bags advertising hours and policies	\$300	Carryout bags will help advertise library matters and protect library and customer materials.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Professional and Staff Development (in priority order)		
8	6	1. Seek funding and opportunities for faculty and staff training, conference attendance, etc.	\$5,000	This funding would support training across-the-board: in technology, content areas and basic library service areas; training should allow staff to be more knowledgeable and helpful.
8	6	2. Plan for annual Staff Development Day	\$600	The activity provides information, training and an opportunity for teamwork experiences and collegiality
8	6	3. Hold in-house cross-training sessions and workshops		In-house training will make employees more knowledgeable about life outside their own departments; this in turn will enable them to be more effective in assisting patrons in the library.
6,8	4,6	4. Secure WebCT VISTA training for an ITS staff member	0	Familiarity with the new version of WebCT will enable staff to provide better service to WebCT users.
8	6	5. Investigate bringing in external trainer/speakers on library and/or technology-related topics	\$1000	Bringing in outside experts always lends credibility to a training event; such events will enable staff to be more knowledgeable, thus leading to improved quality service.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Partnerships (in priority order)		
4,6,8	3,4,7	1. Continue to participate in GIL/GALILEO activities	\$300	This participation will assist in maintaining quality shared electronic resources.
4	3,7	2. Collaborate with the Bradley Library and Columbus Tech with regard to reference services, electronic resources, programming, etc.	0	Local collaborations will help to improve library service in the community.
1,6	3,4,7	3. Continue library and ITS collaborations with CINS	0	This partnership will ensure across-the-board quality of technology to the CSU community; this collaboration is especially important for the success of the library's Information Commons.
4	3,7	4. Continue partnering with area media specialists	0	Local collaborations with schools will help to improve library service in the K-12 arena.
1,3,4	7	5. Have the Music Library explore possible relationships with other arts agencies (on/off campus)	0	These potential partnerships could make music resources more accessible to community members and enhance the image of the Music Library in the community.

GOAL		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		Category: Self-Study (in priority order)		
1	3,5,8	1. Do a user satisfaction survey	0	A survey would improve customer satisfaction by assessing perceived strengths and weaknesses and taking action.
1	3,5,8	2. Mount a "How are we doing?" questionnaire on the library web page	0	This sort of online survey/suggestion box would help us in assessing perceived strengths and weaknesses and would also be a good PR move.
1	3,5,8	3. Utilize statistics more effectively for planning purposes	0	More time needs to be spent by various departments evaluating and utilizing currently-available statistics in order to inaugurate change.
1,9	6,8	4. Re-do library committee structure and implement	0	The library's committee functionality is lacking; work has already begun on this project. New committees and committee policies should be in place by fall.
			TOTAL	
			\$624,350	

Part 3: Executive Summary

There is a saying in academic library land that says students judge a library by its facilities; faculty, by its collections, and librarians, by its services. If this is true, students and faculty are probably a bit disappointed. The CSU Libraries have done little in FY03 to improve either facilities or collections due to a lack of funding. On the other hand, in the area of services, CSU library faculty and staff continued to expand service offerings, despite being short-staffed in some areas.

The main highlight for **facilities** was the collaboration with A. Vincent Pope and Associates, the firm hired by the University to develop a programming scheme for the new library/classroom building. The library director and coordinator of ITS worked closely with this group in developing plans. A second facilities-related highlight was the distribution of "A Case for a Fine and Performing Arts Library." And last, the library continued to lobby for a separate downtown location for a regional archives, which would include the collections of the CSU Library's Archives.

There is not much to say about **collections**. With \$85,000 in book funds the library did little more than maintain its standing orders (although \$23,000 of these were cancelled due to lack of funds). The library relied heavily on gift books to increase its collections in FY03. The journal budget—roughly \$114,000—was insufficient to maintain current subscriptions, so that 58 journal subscriptions were cancelled. In another cost-cutting move, the library cancelled all orders for magazines/journals on microfilm and stopped binding loose journals. On a brighter note, the library did continue to benefit from GALILEO electronic resources and from JSTOR, the \$27,000 down payment for which was paid out of Student Technology Fee monies.

In the area of **services**, the library's main accomplishment was the establishment of the Information Commons, an area adjacent to the Reference Collection, where students can take advantage on one-stop information shopping—with assistance from library professionals. The computers in this area were purchased with ETAC funds and the furniture was bought with end-of-the-year monies. Other important service-related activities for the year included the development of a new library mission/vision statement, the establishment of a browsing library, a book sale aimed at students, and the second annual Faculty Research Forum Series.

Services are affected by **staffing**. The library is currently short two positions—a business liaison librarian and an entry-level ITS person. During the year, much of the business liaison librarian's time and energy was taken up by his teaching responsibilities in the College of Business (an arrangement necessitated by the DATCOB's short-handedness and their accreditation concerns). Upon the official resignation of this librarian, a decision was made to hire in his place an education liaison librarian—since there is more demand by education faculty for library/information instruction than there is by business faculty. The library is in the process of attempting to fill this position. However, with a salary range of \$32,000-\$34,000 the applicant pool is small. The "lost" ITS position means that staff in that area worked longer hours under more stressful conditions. In the coming year, with the opening of the Technology and Commerce Building, the staff will have the responsibility for about 20 additional media-equipped classrooms. It is important that they secure additional staff.

Plans for the coming year include 73 action goals, most of which require no funding--just effort on the part of the staff. This is an ambitious figure, but the energy level of the staff is high, as is their interest in customer service.

Of course, there are a few big-ticket items in the plan, including the restoration of a decent book budget and additional positions. Hopefully budgetary attention will be given to these two critical areas in FY04. This would not only improve collections and services--it would greatly improve morale (that of the library staff as well as many of the CSU faculty who are probably tired of hearing about our lack of funding).