

Part 1

CSU Libraries

MISSION/VISION/GOALS

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.

VISION STATEMENTS:

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.

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.

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.

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.

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.

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.

The Libraries will participate in collaborative efforts and will promote collaborations between individuals and agencies on and off campus.

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.

GOALS:

GOAL 1: Contribute to the enhancement of student learning by providing library/information resources, instruction, technology and staff in support of the University's curricular objectives.

Objectives:

- A. Embrace the teaching library model, making information literacy instruction a high priority within the library and across campus.
- B. Improve the libraries' collections.
- C. Improve library services to users.
- D. Provide opportunities for staff development to ensure a high level of service and competency.
- E. Enhance instructional technology for the entire campus.

GOAL 2: Improve upon the library as a place in order create a vital, dynamic center for learning.

Objectives:

- A. Plan for new library facilities.
- B. Improve the ambiance and functionality of the libraries.
- C. Increase special programming to make the library the intellectual and cultural hub of the campus.
- D. Update and enhance technology within the libraries.

GOAL 3: Improve and increase outreach activities in order to heighten awareness and appreciation of the libraries' role and value in the academic life of the university.

Objectives:

- A. Publicize the library to campus entities.
- B. Promote the library within the community, the region and the nation.
- C. Participate in collaborative ventures.

GOAL 4: Focus on quality in all endeavors to ensure excellence.

Objectives:

- A. Make planning a part of every effort.
- B. Making assessment a part of every effort.
- C. Strive to be a model of excellence.

Part 2A

**COLUMBUS STATE UNIVERSITY
CSU Libraries
FY 2006 Strategic Planning Assessment**

NOTE: Only the first 16 initiatives in this list are in priority order. Initiatives #17-#41 are grouped by the Library goal/objective(s) to which they relate.

GOAL		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INST	UNIT		
1,6	1b,c	1. Seek additional funding for an Electronic Resources Technical Assistant (NEW)	This position was not funded. Without this position, the libraries' move from print to more electronic journals will be slower.
1, 3	1b	2. Continue spending the Music Library's \$400,000 gift for materials, processing materials and a processing assistant	In FY05, the Music Library spent \$185,891 on materials; as of May 15, the Music Library has spent \$119,641 in FY06. Their music library assistant is being paid with additional funds from this sponsored budget.
1,8	1b	3. Continue to seek funding from campus administration for a materials budget increase	CSU Libraries did not receive additional state funds to increase its materials budget to \$200,000. Nonetheless, thanks to Capital Campaign money, the Libraries' total materials budget for FY06 was \$484,016 (\$160,000-State funds; \$139,855-Capital Campaign; \$184,161-Music Library, Capital Campaign. Funding this initiative will be more critical once Capital Campaign funding is complete.
1,6	3c	4. Continue Library-ITS-CINS collaboration—with special attention to collaborative efforts in the Library's Information Commons	Little progress was made in this endeavor. There was some dialog in regard to printing and equipment repairs. The Information Commons would like to employ Computer Science students of the same caliber as those employed by CINS in their labs. Work will continue on this project.
1,3,7	2a	6. Work with Plant Operations and others in planning the downtown Fine and Performing Arts Library	Little progress was made in this endeavor. At this time, a definite location for the Fine and Performing Arts Library has not been determined. Once it is, work on this project will intensify.
1,6,7	2a	7. Work with Plant Operations on developing plans for a new library/classroom building	Little progress was made in this endeavor. Once BOR funding for planning is secured, work on this project will intensify.
1,6,7	2a	8. Visit other new and renovated libraries	There were no formal visits to such libraries. Roberta Ford did tour the new library at Rhodes College in Memphis (http://www.rhodes.edu/NewsCenter/images/Barrett_Interior_800_3.jpg), while Callie McGinnis and Sandra Stratford visited the new Alabama State Archives in Montgomery (http://www.archives.state.al.us/whatsnew/images/July05/dsc02893.jpg). Plans are being made for visits in FY07.
1,6,7	2a	9. Talk with other potential campus partners regarding new library addition .	There were no formal talks with potential partners. Potential partners are University College and the Department of Language and Literature.

4	3c	10. Continue to pursue the idea of a Columbus Archives and History Center	Little progress was made with this initiative. The Archives did host the initial meeting of the Columbus History Alliance, a loose confederation of local history-related agencies and historians. Callie McGinnis continues to serve as an ex-officio board member on the Historic Columbus Board. More administrative and/or political support is needed for this project to succeed.
1,6,8	1e	11. Develop a ITS budget for audiovisual and media presentation equipment and supplies	A proposed ITS budget of \$93,020 (excludes personnel) was submitted for consideration. It probably did not get funding. Without regular funding, it is difficult to plan for maintenance and enhancement of campus AV and multimedia technology.
1,6	1b,c	12. Acquire and implement SFX, an online electronic resource locator, and publicize its value across campus (NEW)	Funding for SFX was secured through a Student Technology Fee grant. SFX will be acquired through a major GALILEO upgrade sometime in FY07.
1	1a,c	13. Publicize Information Literacy across campus; inform the administration, faculty and students as to the value of Information Literacy (NEW)	Thanks to librarians' involvement in a task force to examine the CSU computer requirement and the QEP Committee, the phrase "Information Literacy" is now familiar to faculty and administrators. The above task force was successful in replacing the computer requirement with an information literacy requirement. Full details are explained in the CSU catalog (http://academics.colstate.edu/catalogs/2006-2007/degrees_genreqs.htm) Information literacy will also be part of the professional writing section of the QEP, Writing, the Solution.
1	1b,c	14. Complete a journal review (survey of journals by faculty within each discipline) (NEW)	As a result of the survey, 48 print journals were cancelled and 13 print journals were added. In addition, two major digital resources were added to replace many of the cancelled print journals: PsycArticles and the ACM Digital Library. The new resources should better meet the needs of faculty and students.
6,9	2d	15. Implement ILLiad Interlibrary Loan management software (NEW)	ILLiad was implemented. Users have adapted well. It is facilitating the work of the ILL department. There are no longer any manual files nor do statistics need to be gathered manually.
4,7	3b	16. Host a 30 th anniversary celebration for the Schwob Library (NEW)	This celebration was a huge success; around 150 people attended. As a consequence, a Friends of CSU Libraries was established. To date, 31 people have joined the friends group; more than \$2200 has been contributed.
1,6	1a	17. Teach Information Literacy skills through workshops and other activities.	No special workshops were offered; however, information literacy was taught through course-related instruction and a credit course (LIBR1105). In FY05 there were 193 presentations to groups comprised of 2218 individuals. The number of classes was down 19%; the number of attendees down 36%. Librarian shortages probably accounted for this decline.
1	1b	18. Embark upon a collection analysis project through the University System of Georgia or OCLC (NEW)	Two librarians received initial training in the use of GIL for collection analysis. This project is on hold until the libraries secure a new systems librarian.
1	1b	19. Set up a trial approval plan with a book vendor for selected disciplines; include cataloging outsourcing (NEW)	A trial approval plan for music books has been implemented and is working well. It is providing university press publications that fit specified perimeters designated by the music librarian.

1	1c	20. Undertake a staffing analysis of USG libraries (NEW)	No real progress was made on this project, although staffing at sister institutions was examined for SACS purposes (Standard 3.8.3).
1,9	1c	21. Evaluate the status of the CSU records management program	No progress was made on this initiative. The Dean of Libraries did allude to this problematic situation in her post-tenure review document. This is an important issue for the university to resolve.
8	1d	22. Seek funding and opportunities for faculty and staff development: training, workshops, conference attendance, etc.	While no special library funding was secured, library faculty did benefit from Faculty Development Funds allocated by the VPAA. Each faculty member will get approximately \$350 for professional development.
8	1d	23. Plan staff development activities, including Staff Development Day and other workshops	A successful Staff Development day was held in March. Around 30 people attended. Activities included presentations on the libraries' strategic plan and information literacy. There were also team-building activities. In the afternoon the group toured the Civil War Museum. Another staff activity involved shadowing: each library faculty and staff shadowed another person in the libraries and was shadowed him/herself. This activity led to better understanding of the library "big picture."
6,8	1d	24. Obtain additional technology training for ITS staff	Despite a lack of a travel budget, the ITS Media Production Supervisor/WebCT completed two USG WebCT training courses and attended the national WebCT and the USG Rock Eagle Computing Conferences (\$2182). The knowledge acquired was used in training a new Instructional Designer and in assisting GA Southwestern in their emergency. Staff members received training on the 17 Cunningham Center AV systems and the International House audio and video systems. Newest staff continue to develop skills in emergency problem resolution which enables an instructor to continue class. Emergencies occur in batches but tend to average 1-2 per day. Over 100 sessions were held in training faculty to use media in the classrooms.
4,6,7	1e	25. Plan and coordinate AV for new campus facilities	End-user input was gathered and used to produce cost estimates, along with equipment purchase recommendations. Installation work was bid and coordinated. Daily events using AV are held at the International House and Cunningham Center (upgrades and completion of new installations) providing functionality and enhancing CSU's technology reputation. In planning: Downtown Art & Theater facilities; and Student Success Center.
7	2a	28. Begin compiling ideas for the MRR renovation of the main library	No progress was made in this endeavor. Once BOR funding for planning is secured, work on this project will begin.
7	2b	29. Secure new staff furniture	No additional monies were obtained for this purpose.
1,7	2b	30. Evaluate the state of library security (NEW)	No true evaluation was made. However, during the year security cameras were installed on all floors. Library personnel have access to tapes from this system in case a incident occurs.

1,8	2c	31. Continue sponsoring the campus-wide Faculty Research Forum series	The libraries held 4 forums featuring 9 presenters. All forums were well attended. The events promote collegiality and importance of research. They will continue.
1	2c	32. Hold customer appreciation events	Library staff gave away bottled ice water the first week of class in August 2005. This promoted the library policy on beverages in screw-top containers and helped portray the library as a student-friendly place.
8	2c	33. Hold Banned Books Read-Outs during Banned Books Week	The libraries held one Banned Book Read-Out in front of the Schwob Library. Ten CSU faculty and staff introduced their favorite banned book and read passages from same.
6,8	2d	34. Secure new computers for selected library faculty and staff	The libraries secured about 12 computers for librarians and patrons. Information Services librarians got new computers in their offices. The Music Library got 8 new computers for public use.
1,6	2d	35. Publish ITS troubleshooting procedures for the Information Commons and Circulation staff	In progress.
1,4	3a	36. Create new library bookmarks	This initiative was not pursued.
1,6	3a	37. Create a distance learning brochure	In progress. Attendance at the Off-campus library support conference provided ideas for the DL brochure and website.
1,6	3b	38. Continue revamping of the library website	Progress was delayed on this initiative because of the departure of the libraries' systems librarian. A new employee in ITS has begun working on the redesign of the website.
4,6	3c	39. Work with area K-12 media specialists	The libraries continue to donate earlier editions of reference books to high school libraries.
9	4a	40. Have library departments devise formal level 3 plans (NEW)	While departments relate their goals to the Dean of Libraries, they have not yet begun to submit them formally as level 3 plans.
1,9	4b	41. Investigate the purchase of LibQual, a commercial library survey tool (NEW)	CSU Libraries will be purchasing LibQual this fall as a USG project. This project will allow CSU Libraries to compare themselves with other USG libraries.

FY 2007 LEVEL 2 PLAN

Initiatives Requiring New Funding (in priority order)

Goal*		Planning Initiative	Cost	Planned Impact
Institutional	Unit			
1,5,7,8,	1e	1. Seek additional funding for a Downtown AV/ITS assistant	\$35,000	By fall 2007 all 16 media-equipped downtown classrooms should be functional; an on-site AV/ITS assistant will be needed for troubleshooting and maintenance
1,5,8	1c	2. Seek additional funding for Music Library staff <ul style="list-style-type: none"> • Additional fulltime staff member for Music Library @ \$25,000 • Additional student assistant position for the Music Library @\$6000 	\$31,000	Music Library hours, a current concern for Music students and faculty, could be extended by the addition of a fulltime staff member. An additional student would allow Music Library staff more flexibility. The School of Music is planning to start offering summer graduate course in 2007. This may require expanding hours.
1,9	1b,c; 4b	3. Seek additional funding for an Associate Dean of Libraries	\$50,000	Because of increased responsibilities (50 th anniversary committee and 2 major building projects on the horizon), the dean is in need of an associate dean. The associate dean could assist with a wide variety of tasks, primarily in the areas of reports, collection development and budget. With the current dean's retirement to begin in the next 3 to 5 years, it will be important to have an experienced associate on board.
1,7	1b,c	4. Seek additional funding for an Electronic Resources Technical Assistant	\$35,000	This position will enable the library to convert periodical subscriptions from print to electronic. Students and faculty are very interested in online journals.
1,5	1b	5. Continue to seek funding from campus administration for a materials budget increase	\$40,000	Though the library is benefiting from Capital Campaign monies, its state-funded budget for materials is low compared to other comparably sized USG institutions.
1,7	1e	6. Develop and secure an annual ITS budget for campus audiovisual and media presentation equipment and supplies	\$178,000	ITS is dependent on Student Technology, end-of-year, capital campaign or other non-budgeted funds for projector lamps (\$30,000/yr), upgrading the 100 existing classrooms, and creating new media classrooms. Portable equipment such as laptops, digital cameras and camcorders is needed. Having budgeted monies will allow better technology planning.

1,7	1d	7. Obtain additional technology training for library staff	\$10,000	Technology training is important for library and ITS staff. A new systems librarian will need training to learn about library systems (Voyager, ILLiad, GALILEO, SFX, etc.) Continued familiarity with instructional technologies and software will enable ITS staff to provide better service to faculty and students. Proposed: WebCT training and conf., sound systems, computing & AV presentation skills.
8,10	2b	8. Renovate staff conference and break room facilities.	\$8000	An enlarged conference room will better accommodate staff meetings. The library break room has furniture is 30 years old. Renovating these two spaces will increase staff morale.
1,7	1c; 2d	9. Acquire a new digital microform reader/printer	\$10,000	A digital microform reader/printer will enable researchers want to save copies of microform-format articles electronically. This will greatly facilitate research.
1,7	2b	10. Acquire a new security gate for the main library entrance	\$10,000	The current main security gate is not reliable. To better protect the collections, a new single gate is required.
		TOTAL REQUESTED:	\$407,000	

Initiatives Requiring NO New Funding (in priority order)

Goal*		Planning Initiative	Planned Impact
Institutional	Unit		
1,2,5	1a	1. Collaborate with new Office of QEP to infuse Information Literacy components into professional writing portion of QEP	Liaison librarians will need to be involved in assisting with research instruction for upper-level students involved in the professional writing portion of the QEP. Obtaining quality research materials, will enable the students to improve the content of their papers/projects.
1,2,3,7	1a	2. Promote Information Literacy through workshops and other activities	The campus community will begin to realize the importance of Information Literacy for academic and life-long learners; instruction will enable students and faculty to utilize online resources more effectively and efficiently, thus becoming more information literate.
6,11	3b	3. Initiate activities for the Friends of CSU Libraries organization	It is important for CSU Libraries to keep in contact with their “Friends” and to offer special programs for them.
9	--	4. Lobby to have responsibility of oversight of CSU records management program transferred to another unit.	The management of official CSU records should be the responsibility of an administrative office. Such an arrangement would ensure that all campus units are in compliance with USG records management guidelines as found at http://www.usg.edu/usgweb/busserv/series/index.phtml The University of West Georgia offers a good model—placing this responsibility under the Office of Institutional Effectiveness.

1	4b	5. Conduct a user survey utilizing LibQUAL , a commercial product being used fall 2007 by 21 other University System of Georgia libraries.	CSU Libraries have agreed to participate in this survey. Results will allow CSU to compare itself to libraries within the USG as well as across the country.
7,8	2a	6. Work with Plant Operations on planning new buildings (new main campus library/classroom building and downtown Fine and Performing Arts Library).	The Libraries and ITS need to be involved in the planning of these two facilities to insure that these two facilities will be functional and will meet the needs of the CSU community.
1,5,7	1c; 3c	7. Continue Library-ITS-CINS collaboration—with special attention to collaborative efforts in the Library’s Information Commons	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, which provides a one-stop information shop for students.
1,11	3c	8. Continue to pursue the idea of a Columbus Archives and History Center	This collaborative venture will provide a one-stop research facility for individuals researching Columbus local history. The center will be a focal point on the city’s cultural landscape and will improve the quality of life in the service area.
1,2	1b,c; 2d	9. Acquire and implement SFX , an online electronic resource locator, and publicize its value across campus	SFX will facilitate online searching of electronic databases by providing links to full-text articles—across databases. This will greatly facilitate research for faculty and students.
1,3	--	10. Lobby to have an administrative campus unit take on the responsibility for sorting out copyright issues and keeping faculty informed of current laws and guidelines.	Copyright is an important issue. An administrative unit should be in charge of coordinating copyright activities to ensure that USG guidelines are being followed (see http://www.usg.edu/legal/copyright/). At UGA, the Center for Teaching and Learning oversees copyright and intellectual property matters.
1,11	3b	11. Publish two issues of <i>Muscogiana</i> (local history and genealogy journal formerly published by the Muscogee Genealogical Society)	The CSU Archives will heighten its image as a local history resource through publication of this journal.

* Institutional Goals were established in the University Strategic Plan. Unit Goal addresses the Institutional Goal.

Executive Summary

During the 2005-2006 academic year, CSU Libraries pursued many strategic initiatives related to their goals, many of which were successfully completed. Below are highlighted some of the main accomplishments under each of the libraries' four goals.

Goal 1: Contribute to the enhancement of student learning by providing library/information resources, instruction, technology and staff in support of the university's curricular objectives.

- The major accomplishment under the first broad goal was in regard to information literacy. The libraries' goal was to make information literacy a high priority within the library and across campus. A special task force assigned to evaluate the university's student computer requirement ended up recommending that this requirement be changed to an information literacy requirement. The libraries' representative on the task force was instrumental in affecting this change. In November 2005, the University Curriculum Committee approved the change.
- A second information literacy-related accomplishment came about as a result of the SACS Quality Enhancement Plan (QEP). The QEP plan, "Writing, the Solution," contains an information literacy component in its professional writing agenda. Upper-level students will learn how to write in the style of their disciplines; they will also receive instruction from librarians in accessing the research of their discipline. Here too, a librarian was on the committee that created the plan.
- In regard to improving resources, the libraries purchased over \$80,000-worth of online databases. This was made possible by special funding from the Capital Campaign. These databases greatly enhance the research experience for students and faculty.

Goal 2: Improve upon the library as a place in order to create a vital, dynamic center for learning.

- During FY2006, the libraries completed a major beautification project in the 30th-year-old Schwob Library. This project included painting, new carpet, and cleaning of interior glass on the library's first floor.
- Related to the beautification, the Schwob Library received 12 pieces of student art work created using cards from the library's old card catalog. This came about as the result of collaboration between the Dean of Libraries and the Art Department's sculpture instructor.

Goal 3: Improve and increase outreach activities in order to heighten awareness and appreciation of the libraries' role and value in the academic life of the university.

- The major accomplishment in this area was a celebration commemorating the 30th anniversary of the Schwob Library. The Friday-night event, held in November 2005, combined food and wine, entertainment, and a short program. Approximately 150 people attended.
- CSU Libraries used the 30th Anniversary celebration as an opportunity to launch a "Friends of CSU Libraries" organization. As of mid-May 2006, the Friends group had 31 members and had collected over \$2000 in membership fees.

Goal 4: Focus on quality in all endeavors to ensure excellence.

- During the year CSU Libraries committed to the purchase of LibQUAL, a commercially-available user satisfaction survey. Twenty-two libraries in the University System of Georgia will be administering the survey during fall 2006. LibQUAL will allow comparisons among the various USG participants, as well a comparisons to other libraries across the nation.

High-priority action initiatives for FY2007 will address:

- Staffing for the RiverPark Campus, including an AV/ITS assistant, an additional music library staff member and additional music library student assistants
- The addition of an Associate Dean of Libraries and an electronic resources technician
- The involvement of librarians in the professional writing component of the QEP
- Initiating activities for members of the "Friends of CSU Libraries"
- Transferring the responsibility of oversight of CSU records management program to another unit
- Conducting LibQUAL during fall semester
- Begin planning for a Fine and Performing Arts Library (RiverPark campus) and a new library addition (main campus)