OKLAHOMA STATE UNIVERSITY LIBRARY

Mission

The primary mission of the Oklahoma State University Library is to serve as the intellectual commons of the University, providing high-quality resources, services, and gateways to information to meet the needs of Oklahoma State University's diverse instructional, research, and outreach programs. In accordance with the University's land grant mission, the Library also serves as an information resource for all the citizens of Oklahoma through both direct access to its extensive collections and special services and by sharing these resources as needed with other libraries in the state.

Vision

As the academic heart of the University, the Oklahoma State University Library will be responsive to the needs of its constituents, will emphasize cooperative arrangements with other libraries, and will maximize the application of state-of-the-art technology to facilitate speedier and ever wider access to needed information. To serve the university community fully, the library must:

- Provide the best services, strongest collections and state-of-the-art information technologies for faculty, students and staff;

- Bring together in its collections the results of research and scholarship as well as a rich diversity of opinions and human experiences;

- Be a place where everyone is free to pursue knowledge without fear of disclosure or censorship;

- Lead Oklahoma academic libraries in building cooperative services, collections and applications of technology to serve all Oklahomans; and

- Hire service oriented faculty, staff, and student assistants who represent diverse cultural and ethnic backgrounds.

Core Values

Excellence – We seek excellence in all our endeavors, and we are committed to continuous improvement.

Integrity – We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

Service – We believe that serving others is a noble and worthy endeavor.

Intellectual Freedom – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Diversity – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

Goals, Critical Success Factors, Objectives, and Strategies

Goal One: Leadership and Image: Extend the Library's reputation for leadership in the development and delivery of information.

Critical Success Factors/Assessments:

- Achieve library representation on Graduate, Instruction, and Research councils
- Complete 15 new digitization projects within the next 5 years
- Each year faculty will hold at least 20 appointments or elective offices in professional organizations or advisory bodies at the state, regional, national, or international levels
- Each year faculty will make at least 40 presentations at state, regional, national, or international professional meetings
- Maintain qualification for membership in the Library of Congress Program for Cooperative Cataloging
- Undertake 5 new collaborative projects with campus faculty and/or departments
- Maintain status as a Patent and Trademark Library
- Expand our role as a regional depository library for the Government Printing Office

Objectives

Objective 1.1: Maximize opportunities by which faculty can bring their expertise to the planning, development and delivery of teaching, research, and extension activities of the University.

   Strategies:

- Pursue associate status for librarians as members of the Graduate Faculty.
- Increase library faculty presence on the Research Council.
- Increase library representation on campus wide committees or task forces.
- Increase library representation on Information Technology committees and task forces.
- Create programs to introduce library staff, collections, and services to new faculty.
- Host and participate in academic and special events.

Objective 1.2: Assume a leadership role on campus and within Oklahoma for the creation of standards-based digital content.

   Strategies:

- Provide support to faculty and students to integrate digital tools into their work; for example, electronic text and data support, and digitization of images and text for faculty and student research projects.
- Undertake university digital projects to be of service to faculty, staff, students, and alumni.

- Provide continued leadership for the completion of the OKDIGITAL Statewide 2007 digitization project.
- Pursue membership in the Digital Library Federation.
- Develop electronic publishing consultation and training services.
- Work to establish the Electronic Publishing Center as a state-funded regional digitization center.

Objective 1.3: Collaborate with faculty to facilitate access to their scholarly output and ensure its long-term preservation and availability to scholars world wide by addressing issues of copyright, complying with electronic publishing and archival standards, and evolving technology.

Strategies:

- Participate in new scholarly publishing efforts such as SPARC [Scholarly Publishing and Academic Resources Coalition].
- Provide leadership in investigating and implementing new models in scholarly publishing.
- Continue educational efforts on copyright and other intellectual property issues of concern to the University.
- Participate in national initiatives addressing library and information issues.
- Provide guidelines for current best practices regarding electronic data and information.

Objective 1.4: Collaborate with the colleges so that their course content and other locally developed databases and information are accessible through the library's online catalog and other access databases.

Strategies:

- The Electronic Publishing Center will offer consultation services and training workshops to the university community for the development of searchable digital collections.
- Acquire software for the campus that facilitates digital course development and searchable digital collections.
- Seek out collaborative digital projects with faculty, students, and departments.

Objective 1.5: Participate in the Program for Cooperative Cataloging sponsored by the Library of Congress as the only library in Oklahoma contributing Library of Congress level cataloging records to an international bibliographic database.

Strategies:

- Keep current on guidelines and national standards for contributing records to this Program.

- Provide ongoing, special training for staff involved in this Program.

Objective 1.6: Expand partnerships with the Government Printing Office (GPO) and the U. S. Patent and Trademark Office (USPTO) ensuring access to federal publications and information for the citizens of Oklahoma.

Strategies:

- Administer the Browse Topics database on the Web under contract with the GPO.
- Partner with the GPO to digitize documents of significant historical interest.
- Partner with the GPO to house and direct the work of regional consultants supporting the mission of government depository collections in Oklahoma & Kansas.
- Participate in future GPO programs concerning the development of a paper and/or electronic Legacy Collection.
- Host a mirror site for the national depository Legacy Collection.
- Partner with the USPTO to expand services to Oklahoma inventors.

Goal Two: Library Services: Continually refocus library services to meet the needs of our users.

Critical Success Factors/Assessments:

- Identify new services and service improvements through instruments such as LIBQUAL+ and other user surveys
- Sustain strong ratings on user satisfaction surveys
- Expand hours of operation to 120 per week
- Add 5 Graduate Assistants
- Add 15 Public Service Librarians
- Implement self check-out system
- Complete 40 new collaborative work spaces for library users
- Increase seating in the Edmon Low Library by 50%
- Meet Information Technology benchmarks for satisfactory levels of service from networks

Objectives

Objective 2.1: Exploit technology intelligently when and where it contributes to enhancement of user services.

Strategies:

- Continually monitor emerging services and technologies and identify those that should be adopted to improve library services.
- Evaluate applicability of new technologies and services in the research library environment.
- Expand the Library's wireless program.

Objective 2.2: Develop a systematic and on-going assessment of library services through user surveys, meetings with representative student and faculty groups, and analysis of use statistics.

Strategies:

- Periodically survey faculty, staff, and students regarding the performance of specific units and services.
- Conduct a second LIBQUAL+ user survey.
- Seek continuing feedback from the University Library Advisory Committee.
- Create focus groups to assess services and collections.
- Expand informal means of gaining feedback from students such as meeting with student leaders and making presentations to student groups.
- Continually review current activities and expenditures to realign resources with new priorities.

Objective 2.3: Update and expand instructional offerings to empower users to find, evaluate, and utilize information.

Strategies:

- Build additional computer-equipped training rooms.
- Develop a graduate level library research course.
- Utilize emerging Web technologies to expand the Library's instructional offerings.
- Increase enrollment in LIBSCI 1011.
- Increase Library's allotment of time in college orientation classes.
- Work with faculty to integrate information literacy components in class assignments.

Objective 2.4: Expand and improve Public Services to maximize use of resources and facilities, resulting in streamlined research and retrieval processes for library users.

Strategies:

- Implement the Student Success Center including being open 24 hours, 7 days a week.
- Establish more collaborative work spaces for public use.
- Provide self check-out of books by users.
- Add reference staff and services.
- Continue to improve access to online subscription content regardless of location.
- Reclaim space occupied by the Honors College for collaborative work spaces for library users.
- Move additional materials to the Library Annex to create more seating space in the Edmon Low Library building.
- Establish delivery of library books, and electronic delivery of journal articles to faculty offices.
- Provide software for library users to format bibliographic citations in a wide range of styles.

Goal Three: Collections: Provide dynamic collections of print, multi-media, and electronic resources, which support: research, teaching, and learning; anticipate and respond to changing scholarship needs of the university community; and contain a wide range of ideas, beliefs and opinions.

Critical Success Factors/Assessments:

- Achieve an 8% annual increase in university appropriations for the materials budget
- Restore $350,000 to the materials budget cut during FY 2002 and FY 2003
- Rank 50 in the Association of Research Libraries by 2008
- Add 80,000 volumes (gross) to the collection annually
- Provide access to 50,000 current serials annually
- Attain a collection size of 2,800,000 by 2008
- Continue to reduce the need for Interlibrary Loan borrowing activity
- Continue upward trend for the number of full text articles accessed by faculty and students from library purchased electronic resources
- Acquire annually 5,000 linear feet of primary source materials for Special Collections and University Archives

Objectives

Objective 3.1: Build and maintain collections in traditional and emerging formats to meet the changing needs of researchers in the 21st Century.

Strategies:

- Develop a formal assessment program to determine collection relevance and guide future allocation decisions.
- Appoint a Liaison Team Leader to revitalize the liaison activities of library selectors.
- Analyze usage statistics to guide renewal and purchase decisions.
- Add more electronic books as the technology improves.
- Increase access to electronic journals and other primary sources.
- Increase materials budget by 8% annually.

Objective 3.2: Participate in the creation and maintenance of the emerging global digital library through a program of digitizing and sharing electronic resources of potential interest to the academic community and general public, especially those unique to OSU or the State of Oklahoma.

Strategies:

- Archive and preserve print and electronic resources unique to Oklahoma or OSU.
- Increase publicity of existing collections.
- Identify and digitize state and federal documents of historical significance.
- Complete Web-accessible finding aids for significant Special Collections.

Objective 3.3: Collect, organize, maintain, and preserve primary research materials to meet the needs of the University and to serve the needs of national and international scholarship.

Strategies:

- Actively solicit papers, photographs, and other documents of historical interest from Oklahomans.
- Strengthen the Women's Archives Collection by acquiring the papers, photographs, and other documents of women's organizations and women with ties to Oklahoma.
- Continue to build oral history collections by undertaking at least 1 new project annually.
- Conduct a preservation survey of existing collections and secure funding for appropriate treatment of at risk materials.
- Construct, equip, and staff an appropriate preservation laboratory and suitable environmentally controlled spaces for materials in fragile formats.

Goal Four: Collection Processing: Acquire, catalog, and process materials expeditiously to meet the instruction, research, and outreach needs of faculty, students, and staff.

Critical Success Factors/Assessments:

- Each year complete all book orders no later than April 1
- Complete cataloging and related processing for standard orders within 30 days of receipt of materials
- Complete the ordering of all rush books within 48 hours of receipt of request
- Complete the cataloging and processing of all rush books within 24 hours of receipt
- Create catalog records for all electronic resources

Objectives

Objective 4.1: Provide bibliographic control and online access for materials housed in the Edmon Low Library and branch libraries on the Stillwater campus, as well as remote access to electronic resources.

Strategies:

- Acquire materials as cost-effectively as possible.
- Ensure effective retrieval of information by maintaining a high quality online database.
- Technical Services will support special requests from those librarians who work with library users to improve the online catalog so that it meets the needs of users better.

Objective 4.2: Maintain adequate and flexible staffing in Technical Services to ensure the expeditious processing of materials acquired.

Strategies:

- Continually review workflow and related processes and take advantage of the latest technologies and vendor services when appropriate to improve operational efficiency and effectiveness.
- Add Technical Services staff as needed to keep pace with collection growth.

Goal Five: Human Resources: Recruit and retain excellent faculty, staff, and student assistants to maintain and expand quality programs and to reflect diversity in gender, race, and culture.

Critical Success Factors/Assessment:

- Add 20 faculty or professional staff
- Add 30 support staff
- Increase the number of minority library faculty and staff
- Increase library faculty salaries across all ranks by 25%
- Increase the average salary for library staff to $3,000 per month
- Increase student assistant hourly wages
- Implement broad-banding program for staff

Objectives

Objective 5.1: Recruit faculty, staff, and student assistants who possess the ideals of the Library's service oriented culture and who represent cultural and ethnic diversity.

   Strategies:

- Emphasize service culture in recruitment ads, literature, and candidate evaluation.
- Post position announcements to online lists and professional journals for maximum exposure to potential minority candidates.
- Create and promote an internship program for students enrolled in accredited Library and Information Science degree programs.
- Provide support for Library staff enrolled in accredited Library and Information Science degree programs.
- Seek new funds to increase base hourly wage for student assistants to $6.00 per hour.
- Seek new funds to increase longevity pay for student assistants to 50 cents per hour for each year of library service.
- Seek new funds to employ more graduate assistants.
- Provide workshops and other training opportunities for library faculty and staff to improve their skills and knowledge.

Objective 5.2: Create an organizational culture where individual faculty and staff assume responsibility for continuous self-improvement.

   Strategies:

- Recognize and reward individual achievement through evaluation processes and salary adjustment programs.
- Provide support for participation in continuing education and professional development activities for both faculty and staff.
- Implement the broad-banding structure for all staff positions.

Goal Six: Funding: Secure the necessary resources to improve salaries, transform the Library's physical facilities, enhance its research collections, and provide dynamic new services to students, faculty, and staff.

Critical Success Factors/Assessments:

- Rank 50th in the Association of Research Libraries
- Library expenditures reach $18,000,000 annually
- Achieve a funding level for the Veterinary Medicine Library comparable to peer institutions
- Increase donor gifts 10% annually in number and amount
- Increase the Edmon Low Library Endowment to $2,000,000
- Acquire $1,000,000 to renovate the South Plaza
- Establish a $750,000 endowment to renovate and maintain the Reading Room
- Acquire $4,000,000 to renovate the 1st floor and implement the Student Success Center
- Acquire $21,000,000 to renovate the remaining floors of the Edmon Low Library
- Acquire $4,000,000 to complete the south and north portions of the Annex
- Increase library faculty salaries by 25%
- Increase the average salary for library staff to $3,000 per month
- Add 12 named collection endowments

Objectives

Objective 6.1: Increase university appropriated funding to equal the average of the Big XII libraries in the Association of Research Libraries rankings.

Strategies:

- Restore funds lost during the state budget crisis of FY 2002 and FY 2003.
- Earmark a percentage of new indirect cost (IDC) monies for the Library.
- Earmark a percentage of the annual income for new university endowed chairs and professorships for library acquisitions supporting those chairs.
- Seek new funds to increase faculty, staff, and student assistant compensation.
- Create a full-time position to pursue grants and contracts.

Objective 6.2: Increase donor and external grant funding.

Strategies:

- Identify potential donors and foundations and annually solicit 3 to 5 major contributions to the Edmon Low Library Endowment.
- Increase membership in the Friends of the OSU Library by 50%.
- Identify funding for library internships.
- Identify appropriate partners and collaborations to raise awareness of Library needs.
- Implement a marketing plan that addresses the need for increased support.

- Implement strategic special events to cultivate donors.
- Establish 3 to 5 new named endowments annually.

Objective 6.3: Secure funding to renovate and refurbish the Edmon Low Library building.

    Strategies:

- Explore a student library facilities fee or a share of a possible university wide student facilities fee.
- Seek private donations to address specific facility improvements.
- Explore utilizing the State Regents' Master-Lease program and/or Section 13 funds to improve library facilities.

Objective 6.4: Increase base funding for the Veterinary Medicine Library [VML].

    Strategies:

- Designate a percentage of all new College of Veterinary Medicine funds for the VML.
- Library and College of Veterinary Medicine development officers will work together to identify and solicit potential donors.

Goal Seven: Facilities and Environment: Update and modernize library facilities to provide a healthy environment conducive to study and research for all library users and staff.

Critical Success Factors/Assessments:

- Implement the Student Success Center plan
- Construct 40 new collaborative work spaces for library users
- Increase seating by 50% in the Edmon Low Library building
- Replace and modernize the lighting, heating, ventilating, and air conditioning in the Edmon Low Library building
- Establish preservation lab
- Acquire at least 50% additional space for the Architecture Library
- Complete phase II (south side) and phase II (north side) of the Annex

Objectives

Objective 7.1: Improve overall facility conditions in the Edmon Low Library building to meet minimum recommended environmental conditions for print materials and to provide a healthier, more productive environment for people.

   Strategies:

- Upgrade and revamp the lighting, heating, ventilating, air conditioning, and electrical capacity of the building.
- Continue implementation of the Library's Facilities Plan.
- Build additional facilities for library instruction.
- Complete the renovation and furnishing of the Library Annex.
- Create more seating and study space by moving more materials to the Library Annex.
- Establish additional collaborative work spaces for public use.
- Construct, equip, and staff an appropriate preservation laboratory and suitable environmentally controlled spaces for materials in fragile formats.

Objective 7.2: Address facilities concerns in the Stillwater campus branch Libraries.

   Strategies:

- Secure additional space for the Architecture Library adequate to house the collection and serve student and faculty needs.
- Recapture space in the Curriculum Materials Library by transferring historic and seldom used materials to the Library Annex.

Objective 7.3: Create more environmentally appropriate space for Special Collections and University Archives, and workspace for expanding staff.

Strategies:

- Complete the renovation and add sufficient climate controls and shelving to the south one-third of the Annex.
- Complete the renovation, add sufficient climate controls, and create appropriate work areas in the north one-third of the Annex.
- Renovate and expand existing Special Collection and University Archive space within the Edmon Low Library.

Goal Eight: Strategic Partnerships: Collaborate with OSU System libraries, other libraries, and consortia to build shared resources and to provide greater access to information and services.

Critical Success Factors/Assessments:

- Implement phased centralization of selected technical service functions for OSU System libraries
- Reassign staff time in branch campus libraries from technical processing to public services
- Continue to provide leadership to System libraries in the application of new technologies and services
- Expand space in the Annex to house lesser used materials from OSU System libraries
- Complete 10 database or e-journal vendor licenses for OSU System libraries in the next 5 years
- Participate in 3 to 5 new consortia sponsored database or e-journal vendor licenses in the next 5 years

Objectives

Objective 8.1: Standardize, where appropriate, the solutions utilized for similar needs for OSU System libraries.

   Strategies:

- Foster a collaborative environment supporting library applications and information technologies.
- Train library personnel to effectively utilize emerging technologies.

Objective 8.2: Serve as a resource for questions from OSU System libraries involving the acquisition and cataloging modules in Voyager as well as inquiries related to serials check-in, cataloging, authority records, and the establishment of fund accounts.

   Strategies:

- Encourage telephone or e-mail inquiries from participating libraries.
- Host annually 1 or more professional seminars for representatives of participating libraries.

Objective 8.3: Cooperate with OSU System libraries to centralize in the OSU-Stillwater Library the acquisition, cataloging, and related processing for all books and the negotiation of electronic site licenses.

Strategies:

- Achieve cost savings and greater efficiency in the encumbering of funds, ordering, cataloging, processing, and payment for materials ordered.
- Add 2 FTE Technical Services staff to process materials for the branch campus libraries.
- Implement centralization over 3 successive fiscal years, beginning in FY 2005.
- Prepare space in the Annex to house less used materials from the OSU System libraries.
- Investigate possibilities for further centralization of branch campus library functions.

Objective 8.4: Participate with other Oklahoma libraries and regional and national library consortia to expand access to information content and library services.

Strategies:

- Continue working with consortia such as the Greater Western Library Alliance to license electronic data, achieving either cost savings or gaining greater access to content.
- Where possible, extend consortia license agreements to non-member libraries in Oklahoma.
- Encourage the state legislature to continue the program of licensing databases for use by all state libraries.
- Continue leadership role on the Oklahoma College and Academic Library Directors advisory committee to the State Regents.