

**LSU**

**Libraries**

**STRATEGIC PLAN 2017-2022**



**THE NEXT**

**LSU LIBRARIES**



# From the Dean



It is impossible to imagine a great university without a great library to support it.

I am proud to present *The Next LSU Libraries: Strategic Plan, 2017 to 2022*, our collective vision as to what a great research library should be and do. You are sure to find that this vision describes a decidedly different Libraries: the repository of days gone by now replaced by a dynamic, catalytic organization that leverages expert staff and technologies to expand its impact on teaching and research in ways that simply weren't possible before.

We have grouped this vision into six strategic goals: collections, learning, diversity, facilities, service excellence, and philanthropy. Each goal is accompanied by a list of strategies that we will pursue, together with the expected outcomes for each.

These goals and their attendant strategies are ambitious, even aspirational, but given the commitment of our staff and the support of our campus, every one is attainable. It is impossible to overstate

the sense of urgency we bring to these tasks: nearly every page of *LSU's Strategic Plan 2025* contains initiatives that require exceptional library collections, services, and facilities, and we are aware that some of these currently exist only in embryonic form. Make no mistake though: the thought of meeting such challenges is energizing, not daunting: there has never been a better time to do the work of a 21st century research library.

A great library is always the result of a culture of shared stewardship: smart, hard working people throughout the university and beyond, passing their love for the library on to the next generation. We hope that in reading *The Next LSU Libraries*, you'll come to see yourself in the brilliant future it describes. Our philanthropic goals, outlined in some detail at the end of this document, are only one point of entry. At LSU, the sanctity of the scholarly record and our collective responsibility to learn and contribute to it will require all of our best efforts.

Sincerely,

Stanley Wilder

# Our Foundation



## MISSION

The LSU Libraries supports the academic mission of the university by fostering teaching, learning, and research. Through its commitment to excellence in collections, services, and spaces, the Libraries serves as an indispensable intellectual resource for the state of Louisiana, and indeed to communities worldwide.



## VISION

The LSU Libraries aspires to global information leadership by applying innovation and commitment to making LSU students and faculty more successful.



## PHILANTHROPY

The success of the LSU Libraries is contingent on the shared passion of a wide and diverse network of supporters. Their confidence and generosity are the foundation of our international reputation for excellence, and to our aspiration to extend this leadership to future generations.

# Strategic Goals

**COLLECTIONS**

**LEARNING**

**DIVERSITY**

**FACILITIES**

**SERVICE EXCELLENCE**

**PHILANTHROPY**

# Strategic Goal 1: Collections

In order for LSU faculty to produce excellent scholarship, they must have access to comprehensive and current collections. This much has always been true, and today's digital environment presents a unique set of complex and evolving challenges. As the following strategies suggest, this new environment presents opportunities as well as challenges. The LSU Libraries intends to exploit these opportunities, and to build on its long-standing reputation for leadership in collection strategy.





## **COLLECTIONS: STRATEGIES**

- Grow library collections through better funding for books and databases;
- Build and improve digital systems and services that support scholarship and other cultural material;
- Create a description of library collections so as to facilitate their discovery, regardless of format;
- Improve and extend the Libraries' innovative e-textbook and open education resource programs that save students money;
- Advocate, organize, and support Open Access adoption among faculty and graduate students;
- Improve the physical disposition of collections;
- Improve conservation and preservation efforts of print and non-print format materials;
- Improve e-resource licensing terms for LSU Libraries and Louisiana libraries, and serve as a national model.

## **COLLECTIONS: EXPECTED OUTCOMES BY 2022**

- Increase permanent state funding for books and databases by 10 times the present amount;
- Increase by 20% the number of staff devoted to collection organization and description, including manuscripts, digital objects, and increasingly multi-format material;
- Build and extend new systems that support and preserve digital scholarship and cultural materials;
- Complete a comprehensive overhaul of the Libraries' web presence, and devote resources to keeping it current;
- Create a University-level Scholarly Communication Committee to raise awareness, and guide strategies relating to open access and the journal cost crisis;
- Spearhead a regional or state-level approach to digital preservation, and increase staffing for in-house conservation by 50%.

2025: LSU will encourage, support, and develop research and educational pursuits.

## Strategic Goal 2: Learning

Academic libraries play an essential role in teaching students how to understand, access, and make use of the literatures of the disciplines they study. The LSU Libraries will establish itself as a leader in “library instruction” by creating new pedagogies and teaching styles better suited to adapting to the evolving needs of curricula, professors, and students. The Libraries will also produce more and better asynchronous course material such as video, and deeper integrations of library content into Moodle. Finally, as the digital environment melts traditional boundaries, teaching librarians will work directly with faculty to offer course design advice relative to assignments and appropriate research materials.



## LEARNING: STRATEGIES

- Leverage expert librarians and library staff to provide a broader spectrum of in-person and online instruction services;
- Improve the quality of library instruction through the application of assessment methods geared to learning in the context of library instruction;
- Increase the number of students and classes touched by library instruction programming;
- Provide training and development opportunities for library faculty interested in enhancing their effectiveness as teachers;
- Establish “user experience” function to study and improve the effectiveness of the library’s search infrastructure and other crucial touch-points for students’ use of collections.

## LEARNING: EXPECTED OUTCOMES BY 2022

- Hire four additional subject expert librarians to establish a manageable student-to-librarian ratio;
- Develop the Digital Scholarship Lab services to better support faculty incorporation of digital tools and technology in their classrooms, and to produce library instruction audiovisual materials related to digital course content;
- Hire a course design librarian to provide services to faculty;
- Improve systems and organizational support for assessment of library instruction;
- Increase and improve liaison between teaching librarians and “fellow traveler” campus units such as the Center for Academic Success, the Faculty Technology Center, and the Online Accessibility Working Group;
- Significantly increase marketing support for library instruction services and the Digital Scholarship Lab;
- Increase the percentage of students touched by library instruction programming by 25%;
- Renovate library classrooms to allow them to support modern pedagogies, and the technologies they make available.

2025: As a lifelong educational partner, LSU will be a global leader in the positive transformation of education from cradle to career and beyond.



# Strategic Goal 3: Diversity

All research libraries suffer from past failures to recognize, routinize, and celebrate diversity throughout their operations. The great research libraries in the 21st century will move assertively to correct these failings so as to better serve the academic missions of their institutions. They will do this by developing a durable and pervasive culture of inclusion for underrepresented or marginalized groups, be they racial, ethnic, gender, sexual orientation, socioeconomic, or geographic in nature.





## **DIVERSITY: STRATEGIES**

- Strengthen the Libraries' culture related to diversity through appropriate programming, policy development, and mentoring. The Libraries will look to its Diversity Committee for guidance and help in implementation;
- Leverage the Libraries' diversity efforts through liaison with campus partners, most importantly the Office of Diversity and Human Resource Management;
- Recruit and retain highly qualified diverse faculty and staff;
- Increase diversity in our collections, especially emphasizing building historical collections that represent the whole of Louisiana history;
- Adapt or augment description of collections to expose otherwise hidden materials relating to diverse or marginalized populations;
- Increase liaison programming directed toward diverse/marginalized student groups;
- Continue to leverage exhibits and events to highlight library holdings.

## **DIVERSITY: EXPECTED OUTCOMES BY 2022**

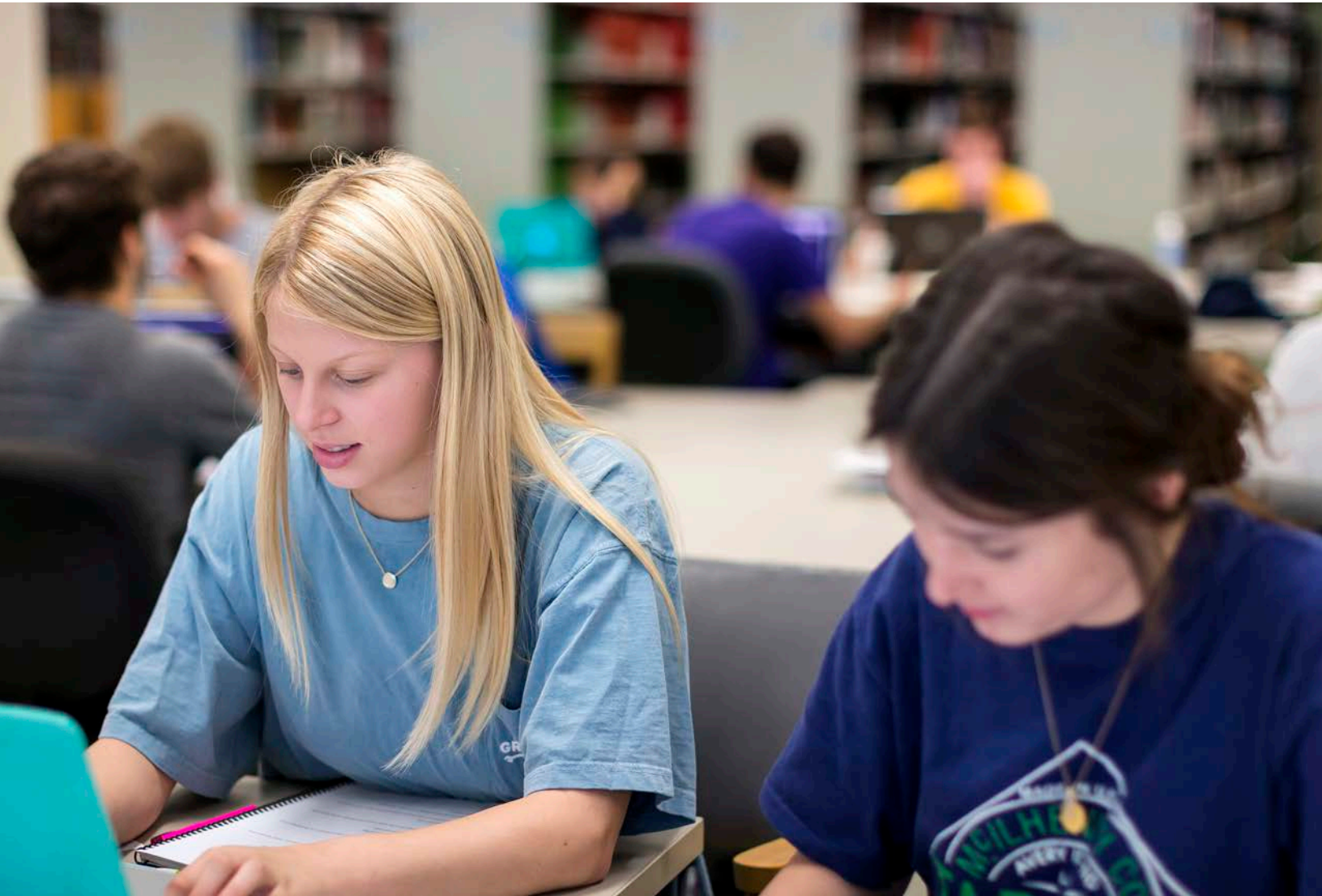
- Increase faculty and staff representation to match the demographics of the state;
- Leverage available institutional support for partner and opportunity hires;
- Deepen our involvement and compliance with the national "Diversity Alliance" effort undertaken by research libraries;
- Increase efforts to recruit diverse library collections through effective liaison with community groups, prominent individuals, and appropriate cultural memory institutions in the state or region;
- Significantly increase marketing in support of diverse collections, exhibits, or events;
- Significantly increase liaison with diversity efforts elsewhere on campus.

2025: We celebrate our own uniqueness combined with an awareness and respect of local and global values and beliefs, which help to strengthen the intellectual environment and support our commitment to diversity and inclusion.

# Strategic Goal 4: Facilities

LSU's main library is the most important academic building on campus because of the synergies it affords students: it gives them comfortable places to study, surrounded by the collections required for their assignments, computing support, and staff available to provide a variety of academic support on an ad-hoc basis. All of this in a building that is conveniently located, open long hours, and safe.

This much has been always been true, but LSU's proposed new library will amplify this impact immeasurably. It will afford ample spaces that do a better job of accommodating today's class assignments, public speaking, advanced technologies, fluency with multi-modal content and content creation tools. Meeting these new facility demands will also drive transformational changes in library staffing, collections, and services, rendering the next LSU library a far more visible and impactful organization.





## **FACILITIES: STRATEGIES**

- Short of renovation, continue to modify Middleton Library so as to retain maximal functional integrity, and increase its usefulness to students;
- Using existing donor funds, renovate Hill Memorial Library so as to open new spaces for public use, including quiet study spaces for students;
- Using existing donor funds, adapt Hill Memorial Library in non-public facing ways, replacing security systems, moving collections and staff from public areas, and making other strategic improvements.
- Formally engage in campus planning efforts relative to the Global Information Commons (GIC) building;
- Work with Academic Affairs, the President's Office, and the LSU Foundation to establishing appropriate staffing and guidelines for fundraising efforts relative to the GIC;
- Establish dialogues with campus partners to enable stronger synergies;
- Advocate for the creation of a significant building maintenance endowment for the GIC;
- Raise awareness of trends and impacts relating to new research library construction, with a mind to building excitement around the transformational improvements it will bring to academic life at LSU.

## **FACILITIES: EXPECTED OUTCOMES BY 2022**

- The LSU Libraries plays a leadership role in the functional planning for the GIC;
- Student and faculty support for the GIC grows pervasive;
- Hill Memorial Library renovations increase foot traffic by 500%;
- Hill Memorial Library collection shifts open new spaces for repurposing for public use and accommodating new collections;
- Modest investments in Middleton Library open significant new study spaces for students, and enable some critical short-term needs to be met.

# Strategic Goal 5: Service Excellence

The Libraries is committed to producing excellent services through a strong, efficient, and effective organization. Its success will be grounded in its staff, through excellent recruitment, compensation, and career development functions. The staff will be further supported with a nimble organizational and administrative structure designed to support future operations, but in an environment that nurtures communication and shared leadership.





## SERVICE EXCELLENCE: STRATEGIES

- Provide comprehensive training and leadership development programs;
- Evolve internal communication to better coordinate staff efforts and opportunities for input;
- Evolve external public relations functions to communicate more effectively with university and external constituencies;
- Increase the number of staff to support evolving organizational needs.

## SERVICE EXCELLENCE: EXPECTED OUTCOMES BY 2022

- Provide support for continuous improvement in library services, including the creation of new services to meet changing demands;
- Make strategic and high-quality staff development opportunities available to 100% of Libraries staff;
- Establish career ladder and succession planning programs;
- Increase the number of professional staff by 15%.

2025: We are a catalyst for transformation; a force for good that changes lives and makes a significant, positive impact on the world around us.



# Strategic Goal 6: Philanthropy

The LSU Libraries has a proud history of support from those who have benefited from its services and wished to pass that experience forward to future generations. It is due to decades of such support that LSU Libraries Special Collections now ranks among the world's most important repositories of natural history, Southern historical, and cultural material. Key to these efforts has been the Friends of the LSU Libraries group, which has contributed more than \$2.5 million over the 40 years of their existence. These important accomplishments happened in the absence of staffing or systematic organizational support for fundraising. All that has now changed decisively, resulting in strong prospects for unprecedented donor support.





## PHILANTHROPY: STRATEGIES

- Pursue major gifts in support of 3 main giving tracks at the Libraries: 1. Digital Scholarship Initiative 2. Libraries facilities and 3. Libraries programming;
- Launch annual giving campaign to support Libraries Excellence Fund;
- Continue to engage Dean's Advisory Council and nurture its culture of philanthropy;
- Host annual fundraiser in celebration of Libraries collections and programming;
- Continue positive momentum created by revitalization of Friends of the Libraries by hosting FOLL board meetings, quarterly socials, annual Lecture Series and other opportunities for engagement;
- Pursue grants from national foundations and federal funding agencies in support of educational programming and the digital scholarship initiative;
- Launch major gifts campaign in support of the Global Information Commons.

## PHILANTHROPY: EXPECTED OUTCOMES BY 2022

- Successfully connect LSU donors with at least 10 inspiring naming opportunities in the Global Information Commons on the major gifts level;
- Double number of donors to Libraries Excellence Fund;
- Increase Libraries philanthropy by 25%;
- Increase Friends of the Libraries membership by 25%;
- With grant support and partnership with Department of History, host Summer Seminar for school teachers in Special Collections in 2019, 2020 and 2021;
- Increase grant application submission rate by 10%;
- Grow Libraries development portfolio to include at least 25-50 qualified major gift prospects.

2025: LSU will be a global leader in the creation, cultivation, and promotion of the arts, humanities, and of Louisiana's extraordinary cultural heritage.



## Libraries

295 Middleton Library  
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