Southern Adventist University
McKee Library

Strategic Plan, 2023-2025

Introduction

The McKee Library Strategic Plan, 2023-2025, is designed to develop and advance the library's services, collections, and organizational practices in support of the university's mission and priorities. The strategic plan focuses on four strategic priorities that provide a framework for planning and decision making over the next three years. The strategic priorities and a set of associated goals build on the library's strengths and leverage opportunities to align with campus initiatives and higher education trends that will foster student academic success, promote faculty teaching and research, and increase discovery of and access to library resources and collections. The plan supports the four themes of the university's 2020-2025 Strategic Plan: Authentic Christianity, Exceptional Learning Experiences, Student-Focused Community, and Responsible Stewardship. Implementation of the library's strategic plan will be monitored on an ongoing basis, and adjustments to specific activities and tasks will be made as needed.

Planning Process

The staff of the McKee Library launched a collaborative process in May 2022 to create a new strategic plan. Staff participated in three virtual planning sessions, read reports and articles about trends in academic libraries and higher education, and worked in small groups from May to September 2022. The planning process was facilitated by a consultant from the Association of College and Research Libraries. Planning activities included identifying strengths of the library, considering opportunities on campus and within higher education that align with the library's mission, and discussing aspirations and core values that permeate the library's work.

Four strategic directions were drafted to guide the library's work over the next three years, and a broad set of goals were articulated to indicate pathways for advancing each strategic priority. Specific action steps were outlined and mapped to the goals, along with various means for measuring progress. Staff also determined the desired outcomes that will result from successful implementation of the strategic plan.

Strategic Priorities and Goals

➢ **Strategic Priority: Contribute to Student Learning and Academic Success**

Goals:

- Expand library instruction services and resources to promote student academic success.
- Build high quality and relevant collections that enhance student success and reflect the teaching and research priorities of the university.

➢ **Strategic Priority: Increase Collaboration**

Goals:

- Develop services and programs with faculty to support their teaching and research.
- Develop new partnerships with campus departments, units, and groups to leverage student learning and academic success.
- Expand participation in library networks and consortia to enhance resource sharing, access to, and discovery of curricular, teaching, research, and scholarly materials.

➢ **Strategic Priority: Implement Media and Technology Innovation**

Goals:

- Increase the effectiveness of library services by adopting new technologies.
- Expand the use of new media and technology to support the academic needs of the campus community.
- Increase discovery of the library's unique collections locally, nationally, and internationally with technology applications.

➢ **Strategic Priority: Communicate Library Value**

Goals:

- Develop ongoing assessment of library services, collections, and organizational practices to document the library's contributions to the university mission and priorities.
- Expand strategies to advocate, educate, and promote the library's value to students, faculty, administrators, and alumni.

Southern Adventist University
McKee Library

Operational Strategic Plan, 2023-2025

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STRATEGIC PRIORITY #1

Contribute to Student Learning and Academic Success

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Goals

- *Expand library instruction services and resources to promote student academic success.*
- *Build high quality and relevant collections that enhance student success and reflect the teaching and research priorities of the university.*

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Actions

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Start Dates

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End Dates

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1.1. Increase interactivity through media tools, such as Kahoot and NearPod, in face-to-face information literacy sessions and multimedia content.

    1.1.a. Add interactive online quizzes (through Kahoot and NearPod) in ENGL 102 and COMM 135, consisting of questions about content covered in information literacy sessions and students' levels of understanding.
- Librarians contact faculty and offer sessions upon request.
- Integrate NearPod (or other interactive programs) into Southern Connections tutorial, including verification of the ability to send information to professor following completion.

    Key competencies to be assessed:
- Determine needed information
- Consider and choose ideal resource type
- Access information through an effective research process

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Winter 2023

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Ongoing

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– Evaluate information for credibility, currency, and applicability – Consider personal and source biases and their affect upon sources and research – Utilize library resources to store and utilize chosen information (Competencies covered will vary based on course content.) [Cost: Minimal cost covered under existing library budget.]		
1.2 Encourage critical thinking in English 102 and Communications 135 courses through library instruction that emphasizes the evaluation of biases throughout the research process and recognizes the impact of confirmation bias on research. Key competencies to be assessed: – Determine needed information – Consider and choose ideal resource type – Access information through an effective research process – Evaluate information for credibility, currency, and applicability – Consider personal and source biases and their affect upon sources and research – Utilize library resources to store and utilize chosen information (Competencies covered will vary based on course content.) [Cost: No new costs.]	Fall 2023	Ongoing
1.3. Conduct comprehensive analysis of current collection using OCLC's GreenGlass and collection comparison with sister institutions. 1.3.a. Utilize GreenGlass from OCLC to conduct collection analysis. (By end of 2023) – Collection comparison to sister universities – i.e., regional, size, faith-based. – Analysis coverage of books, databases, and periodicals with benchmarking.	Fall 2023	Fall 2024

[Cost: $13,000.00]		

1.4. Evaluate collection development processes for financial efficiency and effectiveness
 	
    1.4.a. Financial evaluation of department spending. (Summer 2023)
    1.4.b. Complete collection analysis to determine which departments need additional funding or reduced funding. (Winter 2024)
 	
[Cost: No new costs.]
	Winter 2023	Summer 2024

1.5. Conduct website usage analysis, including database analytics, using SpringShare LibInsight.
(Note: We are bound to the website formats of MUR.)
 	
    1.5.a. Set up website analysis tool (Summer 2023)
    1.5.b. Launch tool (Fall 2023)
 	
[Cost: Paid through SpringShare suite.]
	Summer 2023	Ongoing

1.6. Add class visits at the beginning of the semester to promote the Tutoring Center (TC) and Writing Center (WC).
 	
    1.6.a. WC visits all ENGL 100, 101, 102 at the start of each semester. (Winter 2023)
    1.6.b. Provide WC promotional video or option for an in-person class visit to all writing courses. (Winter 2023)
    1.6.c. TC visit for all courses for which we have tutors at the start of every semester. (Fall 2023)
    1.6.d. Additional class visits provided upon request. (Fall 2023)
 	
[Cost: No new costs.]
	Winter 2023	Ongoing

1.7. Offer graduate writing circles.	Fall 2023	Ongoing

1.7.a. Offer monthly nursing capstone/dissertation writing circles. (Fall 2023) 1.7.b. Offer monthly social work writing circles. (Winter 2024) 1.7.c. Offer monthly education writing circles. (Fall 2024) [Cost: No new costs.]		

Outcomes

- Students who participate in information literacy sessions receive a score of 80% or higher on in-class interactive
- Students indicate that library instruction was influential in their academic success.
- Student awareness and use of the WC and TC increases.
- Graduate students indicate the WC writing circles as influential in terms of their successful academic performance.
- Faculty satisfaction with the library's collections increases as database and periodicals coverage of subject areas expands.
- Faculty and students expand the types of resources consulted as the representation of diverse perspectives in the collection increases.
- Library staff increase their knowledge of the collection's strengths and weaknesses and how to compare the collection to other similar-sized university library collections.
- Library staff gain a fuller understanding of the library's website use and performance.
- Library users characterize the library's website as intuitive, efficient, and effective for finding library services and accessing the collections.
- Library staff see improved acquisitions and collection management as the capital budget is realigned to address multiple format and licensing requirements.
- Library users indicate solid collection management as the library implements a robust and routine process for weeding and acquiring items for the collection.

Indicators of Success

- Increased student participation in information literacy to 75% as demonstrated by the number of completed interactive activities, SpringShare tutorials, and Credo modules.
- Students score 80% or higher on in-class interactive instructional activities/assessments.
- Post information literacy session survey shows that 70% of students state they feel more comfortable finding quality resources due to library instruction.
- Increase the number of information literacy sessions conducted in relevant departments through in-person courses and courses utilizing the embedded librarian service by 5% year one, 10% year two, and 15% year three.
- Benchmark book, database, and periodicals coverage of major subject areas against universities with similar backgrounds and size.

- Multicultural benchmark of book, database, and periodicals coverage of major subject areas against universities with similar backgrounds and size.
- Track usage of library in designated areas through daily headcount.
- Annual assessment documents, including review of instruction session evaluations, faculty surveys, student surveys, research coaching survey, and Writing Center and Tutoring Center surveys, increase awareness and knowledge among students and faculty of the library and its services and resources.

STRATEGIC PRIORITY #2

Increase Collaboration

Goals

- *Develop services and programs with faculty to support their teaching and research.*
- *Develop new partnerships with campus departments, units, and groups to leverage student learning and academic success.*

Actions	Start Dates	End Dates
2.1. Introduce research liaison for faculty professional scholarly pursuits and promote via announcement in each faculty newsletter, presence on the library website, and a partnership with the Center for Teaching Excellence to create an annual summer research institute.	Summer 2023	Ongoing
2.2. Increase awareness and usage of open education resources (OER) through research guides, attendance at department faculty meetings, and campus-wide presentations.	Winter 2023	Ongoing

2.2.a. Provide stipends of $500 each to two professors each year to review and revise their courses and adopt OERs. [Cost: Estimated costs are $1000 per year covered by the library's budget.]		
2.3. Meet with all new faculty one-on-one to promote awareness of library services and resources each semester. [Cost: No new costs.]	Fall 2023	Ongoing

Outcomes
- Faculty choose to adopt OER resources.
- Students realize a decrease in textbook and course materials costs.
- Faculty seek advice from librarians regarding their scholarly projects.
- Faculty members indicate increased awareness and knowledge about the library and its services and resources.
- Faculty engagement in collection development increases.

Indicators of Success
- Adoption rate of open education resources increases by two faculty per year.
- Increased collaboration with the Center for Teaching Excellence and Biblical Foundations of Faith and Learning on promotion of faculty research yearly.
- Librarians meet with new faculty each year.
- Post-meeting survey of new faculty measure increased awareness and understanding of the library and its services and resources.

STRATEGIC PRIORITY #3

Implement Media and Technology Innovation

Goals

- *Increase the effectiveness of library services by adopting new technologies.*

- *Expand the use of new media and technology to support the academic needs of the campus community.*
- *Increase discovery of the library's unique collections locally, nationally, and internationally with technology applications.*

Actions	Start Dates	End Dates
3.1. Update general library collection with RFID capabilities and the addition of self-checkout stations. 3.1.a. Tag general collection within the library. (Summer 2023) 3.1.b. Implement three self-checkout stations, if two forms of egress; two stations, if only one form of egress. (Fall 2023) 3.1.c. Tag storage items when requested. (Ongoing) [Cost: $90,000]	Summer 2023 (pending funding)	Fall 2023
3.2. Develop and offer one interactive virtual Special Collections exhibit each fiscal year. – Materials will be pulled from the collections within the Center for the Study of 19th Century America. – Exhibit topic to be identified for 2026. [Cost: to be determined]	Winter 2024	Fall 2025
3.3. Investigate the feasibility of implementing additional or other interlibrary loan network technologies to increase operational efficiency and improve user experience. [Cost: to be determined]	Fall 2024	Winter 2025

3.4. Integrate the addition of two virtual reality headsets to be used for learning games.
 	
    3.4.a. Purchase additional headsets based on the evaluation of usage data
    3.4.b. Work with faculty to promote the use of VR headsets as a learning tool.
    3.4.c. Promote the VR headsets via newsletters, social media, and word of mouth.
 	
[Cost: Estimated $1,500 annually.]
	Summer 2023	Fall 2026

3.5. Investigate, develop, and implement policies and procedures for controlled digital lending. [Cost: No new costs.]	Winter 2023	Fall 2023
3.6. Implement new online scheduler surveys for Tutoring Center (TC) and Writing Center (WC) appointments. [Cost: $250 per year for surveys.]	Winter 2023	Summer 2023

Outcomes
- Library users indicate improved library operations as the library collection is converted to RFID and implements self-checkout.
- Faculty encourage use of VR headsets as part of student coursework.
- Students use the VR headsets for their curricular and co-curricular activities.
- Library users characterize the library as being current with technology.
- Library staff strengthen the library's practices through research and application of appropriate policies for sharing and lending its digital resources.

Indicators of Success
- The percentage of the general collection converted to RFID increased by 100%, pending funding.
- Two self-checkout stations successfully implemented, pending funding.

- VR headsets will be used by 5% of the undergraduate student body each academic year.
- New controlled lending sharing policies for use of digital resources are written and implemented.
- Annual assessment through institutional survey, administered in collaboration with the office of Institutional Research & Planning, demonstrates increased faculty awareness and knowledge of the library and its services and resources.

STRATEGIC PRIORITY #4
Communicate Library Value

Goals
- *Develop ongoing assessment of library services, collections, and organizational practices to document the library's impact and contributions to university mission and priorities.*   - *Expand strategies to advocate, educate, and promote the library's value to students, faculty, administrators, and alumni.*

Actions	Start Dates	End Dates

4.1. Investigate and implement new and/or additional methods for assessing student (including distance learners) and faculty satisfaction with and use of library services and collections, including the Tutoring Center and Writing Center.
 	
     4.1.a. Identify and review existing assessment tools (e.g., <u>ACRL Project Outcome</u>, <u>ACRL Benchmark</u>) (Fall 2024)
     4.1.b. Review current forms of evaluation (Winter 2025)
     4.1.c. Update campus of assessment activities (Fall 2025)
 	
 [Cost: No new costs.]
	Fall 2024	Fall 2025

4.2.	Evaluate the use of LibConnect as a communication tool by assessing student, faculty, and community patron engagement with the library's newsletters. Communications include:
	  – Monthly faculty newsletter
	  – Monthly student newsletter
	  – Monthly new books newsletter for campus community
	
	[Cost: No new costs.]
		Fall 2023	Winter 2024

4.3.	Evaluate social media platforms and trends for potential library implementation. [Cost: No new costs.]	Winter 2023	Ongoing
4.4.	Continue development and posting of collections pages on the library's website. 4.4.a. DVD collections (Fall 2023) 4.4.b. Course-specific collections (Winter 2024-Fall 2026) [Cost: No new costs.]	Fall 2023	Ongoing
4.5.	Offer College Reading and Learning Association's International Tutor Training Program certification to Writing Center (WC) and Tutoring Center (TC) tutors. 4.5.a. Offer certification on a pilot basis. (Winter 2023) 4.5.b. Apply for program certification. (Summer 2023) 4.5.c. Offer certification on an ongoing basis. [Cost: $250 for a five-year program. Tutors to be paid hourly pay rate to attend certification training.]	Winter 2023	Ongoing

4.6. Develop assessment form and implement observation/feedback of Tutoring Center (TC) and Writing Center (WC) tutors once per semester. [Cost: No new costs.]	Winter 2023	Ongoing	

Outcomes

- Library users and campus constituent groups expand their awareness and knowledge of the library and its services and resources through increased engagement with library communications.
- Library users and campus constituent groups expand their awareness and knowledge of the library and its services and resources through increased use of relevant platforms.
- Library users choose the library's website to find materials for their information needs.
- Students recognize the value gained as a TC and WC tutor.

Indicators of Success

- Consistent usage of 30% of students and faculty views and clicks on LibConnect communications.
- Active use of relevant platforms and trends demonstrate increased engagement by number of views and follows.
- Increase the number of collections pages by three per year.
- 30% of WC/TC tutors become International Tutor Training Program certified per year.
- Provide observation and feedback to at least 80% of WC/TC tutors.
- Annual assessment through institutional survey, administered in collaboration with the office of Institutional Research & Planning, demonstrates increased faculty awareness and knowledge of the library and its services and resources among library users.