

The Pursuit of a **NEW**
STRATEGIC
VISION

2000-2005



Mission

Iowa State University Library is the first place that people in the ISU community think of when they need information. We are creative partners in the learning, discovery and engagement processes. We select, organize, present, and preserve information resources for present and future scholarly communities. We are active stewards of our rich collections of knowledge, and provide innovative services in ways that anticipate needs and respect the diversity of community and ideas.

Vision

The University Library is an indispensable partner in the learning, discovery, and engagement missions of the University. We are the place where intellectual connections begin. We are the university's scholarly commons, providing physical and virtual spaces where faculty and students explore ideas and issues, or engage in solitary or collective inquiry and reflection. We rely on our highly skilled faculty and staff to encourage innovation, capitalize on appropriate technologies, forge effective partnerships and aggressively promote excellence.

To realize this strategic vision, we will:

- Collaborate with ISU faculty, students and staff to ensure that students acquire the skills and intellectual abilities necessary to function independently and successfully in an information-driven world.
- Build, steward, and preserve our resources, regardless of format, for present and future generations.
- Add value to the educational and research endeavor by providing a wide range of seamless services, instruction, and resources to support intellectual inquiry and meet the evolving needs of our users.
- Maximize the usefulness and easy accessibility of our information resources and ensure a safe and secure research environment.
- Champion intellectual freedom and the rights of individuals to explore and express a diversity of viewpoints.
- Conduct research and create knowledge.
- Ensure accountability and collaboration in all we do in order to make best use of precious resources.
- Seek out strategic and collaborative partnerships with faculty and university/regents units and organizations to achieve local, state and national goals for an effective and affordable scholarly communications system.

Challenges

The challenge for Iowa State University is to maintain access to significant scholarship and information for faculty, students, and staff with services and facilities (both electronic and physical) to meet their needs and demands at a time when the costs for delivering scholarship and services have increased threefold during the last decade alone.

Many challenges shape the environment in which research libraries now function. New information and communications technologies call for innovative approaches to research and an increased level of instruction to access those resources. The proliferation of publications mandates that appropriate automated systems be acquired to manage the information and collections available. High inflation and the fluctuating value of the U.S. dollar result in reduced purchasing power and increased reliance upon cooperative collection development and remote document delivery. In addition, many valuable collections in research libraries today are deteriorating due to acidic paper, previously inadequate preservation methods, and heavy usage. To address these challenges a library must have sufficient space, appropriate staffing, and the necessary equipment and software.

The University Library must play a major role in these key strategic areas:

- **Instruction.** Innovative instruction must be broadened due to the rapidly changing networked electronic information environment.
- **Information Technology.** Profound changes in production, distribution, and delivery of information require the ISU Library to play a leadership role in implementing systems to organize, access, and disseminate information.
- **Collections.** The library's collections must balance adequate local holdings with access to remote materials at other institutions, and integrate electronic resources with print information.
- **Specialized Collections.** Unique primary resources are important to the scholarly enterprise and for understanding our society, economy, and culture.
- **Scholarly Communications.** Support affordable access to the national and international scholarly communications systems
- **Collection Preservation.** Print-based library collections are facing increased deterioration and electronic formats are posing new challenges. As keepers of knowledge, libraries are challenged to protect as well as disseminate and interpret information.
- **Human Resources.** In order to provide the information and collections necessary to support the teaching and research mission of the university, the library must have adequate staff support. These faculty, staff, and student assistants must be well trained in order to carry out effectively the programs of the library and must be supported with appropriate equipment.

Teaching and Learning

Strengthen teaching, programs, and services through library services and instruction as well as through integrated use of library resources and information technologies necessary to support academic curricula, interdisciplinary and collaborative programs, and an enhanced liberal education. In addition, assist university efforts to improve the quality of learning as measured by student retention, graduation and placement rates.

Goal A. Teach library and information research skills to students for use within their academic programs, individual courses, and general education, characterized by technological applications and emphasizing the integration of library services and resources with technologies.

- Assist and enable a diverse community of users to identify, locate, evaluate, organize, and use information resources through for-credit instruction (such as Library 160) and non-credit instruction (such as course-related instruction, subject-based seminars, workshops, tutorials and guides).
- Develop and improve evaluative mechanisms to assess instructional services.
- Expand and emphasize student-centered learning environments engaging academic variety and student diversity, with the purpose of providing a holistic and collaborative approach to learning; learning through discovery and innovation; continuous improvement in student retention; collaborate with faculty and other campus units to improve student-centered learning.
- Expand interdisciplinary and collaborative teaching and learning experiences, and support faculty for innovation in learning, teaching, and assessment.
- Publicize and promote to students and faculty the library instructional services that support teaching and learning.

Goal B: Provide information, collections, reference and access services, and access tools to support and strengthen teaching and learning. Provision of these library services is characterized by technological applications and integration of library resources and information technologies.

- Improve bibliographic and physical access to information resources, regardless of the location of user or collection through the expansion of the e-Library, and enhanced delivery of remote and / or electronic resources.
- Maintain resources in all formats critical to education with continuing emphasis on electronic formats.
- Ensure that library collections and programs support university goals in such areas as diversity, multiculturalism, and globalization.
- Assist and enable users to identify, locate, evaluate, organize, and use information resources, with a growing emphasis on electronic formats.
- Develop and improve evaluative mechanisms to assess user needs and improve collections, access tools, and reference services.
- Publicize and promote to students and faculty the library services, resources, and programs that support academic programs and individual courses.

Discovery

Strengthen research programs through access to library research materials, services, and information systems necessary to support the existing or newly identified research programs in basic and applied research, the transfer of research results into new technologies, and continuing programs.

Goal A: Provide information, collections, services, access tools, and instruction to support goals of the university strategic plan for achieving outstanding research programs, both basic and applied. Provision of these library services is characterized by a use of technological applications.

- Improve bibliographic and physical access to information resources, regardless of the location of user or collection, through the expansion of the e-Library, and enhanced document delivery services.
- Assist and enable users to identify, locate, evaluate, organize, and use information resources, with an emphasis on electronic formats, enhanced reference and instructional services, and an expanded remote user population.
- Provide in-depth resources, with an emphasis on electronic formats that support university research.
- Ensure that library collections and programs support university research in the areas of diversity, multiculturalism, and globalization.
- Develop and improve evaluative mechanisms to assess the collections and services that support research needs.
- Publicize and promote library services, resources, and programs that support research programs.

Goal B: Create and support opportunities for research in library and information science, knowledge management, and related areas.

- Create and support new approaches to the management of knowledge in an electronic environment, individually or collaboratively with other faculty, subject specialists, and units. These approaches will involve a use of information management tools that support information needs in specific disciplines within the digital information environment.
- Provide opportunities for publication and/or presentation of library faculty research, projects, and activities within the library and information science profession and internally within the library. These research projects are characterized by close relationships to faculty position responsibilities.

Engagement

Strengthen outreach and extension efforts through access to library materials, services, and information systems necessary to support integration of outreach with expanded teaching offerings, degree programs, and research; provision of non-credit courses and workshops to meet life-long learning needs of Iowans and promote life-long learning with increased use of communications networks; and development of national and international leadership in information-sharing arrangements.

Goal A: Provide information, collections, services, access tools, and instruction to support university outreach programs appropriate to the needs of the state and beyond. Provision of these library services is characterized by a growing use of technological applications.

- Establish for all client categories (both ISU affiliated and non-affiliated users) clear definitions, policies, and procedures regarding basic vs. value-added (subsidized vs. fee-based) services, cost sharing, and partnerships, etc.
- Provide basic reference, instructional, and licensing and authentication systems that meet a broad range of campus and library requirements. These services are characterized by increased cooperative relationships with campus units and off-campus institutions, and, as appropriate, fee-based institutions, and, as appropriate, fee-based structures.
- Extend Library outreach to increase use and visibility of ISU's e-Library including collections, services and programs.
- Assess user needs in order to improve reference/instructional services, collections, and access tools through improved evaluative mechanisms; and determine if services are meeting the needs of remote clientele.
- Position the Library as a resource in information technology issues.

Goal B: Provide leadership in developing local, regional, national, and worldwide information-sharing arrangements and knowledge management systems. Provision of these library services is characterized by growing use of technological applications.

- Participate in expanding global outreach and resource-sharing networks that include government agencies, state libraries, public and private libraries, archives, associations, consortia, bibliographic networks, businesses, research organizations, schools, and universities.
- Position the library as a resource in information technology issues.
- Strengthen support for international library outreach and training projects through increased staff participation in international library programs.
- Assess user needs in order to improve reference/instructional services, collections, and access tools through improved evaluative mechanisms; and determine if services are meeting the needs of local clientele.