1. Develop, implement, and maintain user-driven services that are responsive, collaborative, and broad-based to meet users’ diverse needs.

2. Build and maintain a technological infrastructure that is responsive to the changing needs of the libraries’ users and employees and that will support increased flexibility in the description, discovery, delivery, and creation of scholarly resources.

3. Build and sustain collections that support the university’s mission.

4. Provide a dynamic, flexible, and comfortable learning environment that is conducive to productivity and meets the varied needs of our users.

5. Attract, support, and retain talented and diverse faculty, staff, and student workers who are dedicated to the mission of the university and the libraries and to serving the libraries’ users.
Auburn University Libraries: The Center for Academic and Scholarly Success

Mission
We commit our people, collections, technologies, and facilities to responsive services in keeping with the educational, research, and outreach goals of our students, faculty, and staff.

Vision
We will strengthen our role as the center for academic success; as a state and regional leader in information technologies; as a provider of academic information resources; and as a partner with organizations that enhance our mission.

Statement of Values
We uphold the American Library Association’s Code of Ethics; focus on improving our services by listening to our users; and, as good stewards of our resources, we improve our collections, services, and environment to contribute to the missions of Auburn University.

Ongoing Services
The 2013-2018 Strategic Plan focuses on enhancement and change and is based on a continued commitment to the high-quality reference services, access to materials, and technology that our users have come to expect.

Strategic Planning Process and Format
The strategic planning process began in the spring of 2013 with an evaluation and revision of the libraries’ mission, vision, and statement of values. In the fall of 2013 faculty and staff from each of the libraries’ departments reviewed the existing strategic plan and recommended changes and additions they thought should be included in the new plan. In addition, the Library Student Advisory Committee also recommended changes to the existing plan. A strategic plan steering committee consisting of three faculty and staff synthesized the recommendations from each department and created a working draft of the 2013-2018 plan.

The strategic planning process culminated on November 15, 2013, with a retreat which consisted of members of the Strategic Planning Committee and the heads of all areas of the libraries. The final plan was publicly released on December 16, 2013.

The plan consists of five strategic priorities, which represent Auburn University Libraries’ commitment to provide responsive library services through its technological infrastructure, collections, employees, and facilities.

Each priority includes strategic goals and strategic commitments. Strategic goals define the libraries’ unique areas of focus and outline steps we will take to achieve our five strategic priorities. Strategic commitments represent Auburn University Libraries’ ongoing efforts, projects, and obligations.
**Strategic Priority 1**
Develop, implement, and maintain user-driven services that are responsive, collaborative, and broad-based to meet users’ diverse needs.

**Introduction**
A cornerstone of Auburn University’s mission is the generation of new knowledge, new applications, and new perspectives through research, instruction, and scholarly activity. The libraries recognize that their users participate in a global information environment, characterized by exponential information growth and rapidly evolving technologies for accessing, organizing, and using information. The work of Auburn University students, faculty, and staff is increasingly collaborative and interdisciplinary and may be conducted as e-learning and/or distance learning. These factors create challenges and opportunities for developing, implementing, and maintaining services that meet users at their level of engagement—whether these users are incoming freshmen or full professors. The libraries assist and instruct users in discovering, accessing, and evaluating information and support them as they navigate the technology that delivers these resources.

**Strategic Goals**
1) Improve and enhance users’ experience with the libraries’ virtual research environment.
   A) Evaluate and, as needed, redesign the libraries’ search interfaces, service platforms, and other user interfaces to ensure that these are intuitive, functional, and accessible to both novice and expert users.
   B) Monitor and assess technologies, including web-scale discovery services, to enhance resource discovery.

2) Work with faculty, students, and other campus units to implement, assess, and promote services that support the university’s e-learning programs (including distance education).
   A) Model best pedagogical practices for online classroom teaching, online tutorial design and other educational practices that support e-learning.
   B) Create, evaluate, and promote the libraries’ resource guides for the university’s course management system.
   C) Provide support and training to faculty who are integrating the libraries’ resources into their e-learning courses and assignments.

3) Support Auburn University’s strategic research priorities
   A) Align library resources, services, and staffing levels with new research initiatives.
   B) Increase and adjust the libraries’ resources and services to respond to the increasingly interdisciplinary nature of research at the university.

4) Assess the impact of new campus facilities and infrastructure on library services, service points, and staffing levels.

5) Raise awareness of the libraries’ services and resources through innovative public relations and marketing initiatives and assess the effectiveness of these initiatives.
6) Cultivate funding opportunities for user resources and services.

**Strategic Commitments**

1) Gather and evaluate data from library service points and actively solicit input from users to ensure that library services remain user-driven and user-focused.

2) Identify, implement, and continuously assess services to support the libraries’ diverse user population.
   A) Provide personalized assistance through multiple platforms to help users find information and learn about the libraries’ services.
   B) Develop resource guides that offer multiple points of entry to information based on user needs and preferences.
   C) Evaluate instruction materials that the libraries produce for ADA compliance.

3) Support the goal of the Learning Commons to promote student learning through integrated educational and technological services by collecting and sharing information about user needs with Learning Commons partners.

4) Employ the most appropriate and effective pedagogy and continuously collaborate with faculty to improve and assess student information literacy skills.
   A) Align current information literacy offerings to first-year seminar and core-curriculum courses, subject-specific upper level courses, and graduate level courses.
   B) Raise awareness of information literacy outcomes to faculty, graduate students, and graduate teaching/research assistants.
   C) Participate in the Standard Assessment of Information Literacy Skills (SAILS) to improve learning outcomes.

5) Continuously assess the information access needs of users, both on and off campus, and respond with the most appropriate delivery modes and technologies.
   A) Assess virtual reference services to determine optimal staffing, additional training, and software configurations.
   B) Educate users (including e-learning and distance education students) on how and when to obtain resources not immediately available.

6) Examine the evolution of current roles and staffing to provide optimal information services to users.
Strategic Priority 2
Build and maintain a technological infrastructure that is responsive to the changing needs of the libraries’ users and employees and that will support increased flexibility in the description, discovery, delivery, and creation of scholarly resources.

Introduction
Information and digital technologies are radically changing academic librarianship and higher education. Today’s students work, study, and socialize online and rely on handheld devices and social media sites to seek, receive, and share information. Technology is also changing the classroom. Online course management systems, student e-portfolios, and online courses are transforming how instruction is designed and delivered. Despite these technological changes, the libraries remain a preferred venue for study, collaboration, social interaction, and access to specialized expertise and resources. The libraries commit to building and maintaining a flexible technical infrastructure that supports their activities and initiatives and to identifying, deploying, managing, and supporting information technologies that will help Auburn students learn and Auburn faculty members teach and conduct research.

Strategic Goals
1) Use technology to organize information for discovery, access, and delivery.
   A) Identify, evaluate, and implement products and processes to improve access to electronic resources.
   B) Develop integrated interfaces that provide direct and seamless access to the libraries’ resources in diverse formats and from a variety of sources.
   C) Participate in collaborative open source projects aimed at extending the catalog and developing new resource discovery tools.
   D) Monitor and explore possible applications for linked data.
   E) Institute a program of formal usability testing for the libraries’ website and its related services, drawing on campus resources and expertise where appropriate.

2) Evaluate, apply, and support innovative technologies to advance the university’s strategic teaching, learning, and research missions.
   A) Work with faculty, students, and other campus units to develop, assess, and promote technologies used in teaching, learning, research, and the production of creative works (e.g., e-books, e-journals, and online textbooks).
   B) Partner with the Miller Writing Center and other campus departments to support the university’s e-portfolio initiative.
   C) Develop and implement instructional technologies that support distance education.
   D) Create continuing education courses and/or tutorials to teach patrons how to use new and existing information technologies.
   E) Support the university’s research data management initiative, including assisting faculty with the archiving of publications and data from federally funded research and with the preparation of data management plans.
   F) Work with Office of Information Technology, the Office of the Vice President for Research, and other campus units to promote and expand the university’s institutional repository.
3) Support digital projects, digital collection building, and digital preservation.
   A) Add at least one major collection to the Auburn University Digital Library each year.
   B) Work with faculty to identify digitization projects and promote the use of digital collections in teaching and research.
   C) Develop and implement a plan for digitizing pre-1923 and out-of-copyright imprints and making them publicly available.
   D) Participate in maintaining and extending distributed digital preservation networks for Alabama and the Southeast.

4) Work with other campus units to promote and support new forms of scholarly communication, including open access scholarly publishing and digital scholarship.
   A) Position the libraries as a place to experiment with new technologies for digital scholarship and digital publishing (e.g., electronic textbooks).
   B) Use, monitor, and support alternative vehicles for scholarly communication, including social media and academic social networks.

5) Cultivate funding opportunities for technology-based initiatives.

**Strategic Commitments**

1) Use technology to improve patron use of virtual and physical spaces.
   A) Make the libraries’ website and its tools and services easier to navigate and use effectively.
   B) Ensure that library-created content is ADA-compliant.

2) Improve discovery and access to all resources through accurate description, using commonly accepted professional standards.

3) Continuously review the catalog’s functionality.

4) Identify potential access problems before they arise and quickly rectify problems that do occur.

5) Maintain a digital or virtual space where librarians, students, and faculty can experiment with new information technologies.
**Strategic Priority 3**
Build and sustain collections that support the university’s mission.

**Introduction**
The libraries support the university’s mission by building collections that meet the needs of current users while anticipating future research needs. Traditionally, library collections have consisted of physical books and journals, but the term now refers to a wide variety of resources obtained by a variety of means. The current methods by which scholars communicate their research extend beyond printed materials, and the libraries strive to respond to these informational needs.

**Strategic Goals**
1) Assess the distribution of the libraries’ materials budget.
   - A) Align library resources with university priorities.
   - B) Examine use of materials to inform allocation decisions.
   - C) Explore alternative methods of content acquisition and delivery.

2) Advocate that the libraries’ collections are a strategic funding priority for the university.
   - A) Evaluate and assess the university’s return on investment for library resources.
   - B) Pursue funding sources to sustain on current collection levels.
   - C) Ensure library resources are adequate to support new academic programs.
   - D) Seek funding to participate in key initiatives, such as the Center for Research Libraries, to expand users’ access to resources.

3) Cultivate funding opportunities for collections.
   - A) Focus efforts on funding for emerging academic programs.
   - B) Improve communication across campus to ensure the libraries stay abreast of and secure funding to respond to new and changing academic programs and research needs.

4) Evaluate on- and off-campus use of collections to make informed decisions about resource allocation.
   - A) Systematically monitor use of resources.
   - B) Analyze use trends and adjust budgets accordingly.

5) Support new forms of scholarly communication.
   - A) Build faculty awareness of, and support for, open access publishing.
   - B) Work with faculty to identify digitization projects that enhance the university’s teaching and research mission.
   - C) Work with campus units to promote and expand the institutional repository.
   - D) Identify emerging trends in scholarly communication, particularly those that offer alternatives to traditional publishing models.
Strategic Commitments
1) Identify research and teaching needs of scholarly programs at the university and provide supporting materials.

2) Collect unique and rare materials that distinguish the libraries and support the research and teaching mission of the university.

3) Preserve and promote the use of the libraries’ unique and rare materials through digitization.

4) Strengthen and expand partnerships with other institutions/consortia to improve the quantity of resources available to users.

5) Articulate preservation priorities incorporating both physical and digital collections.

6) Promote the libraries’ information resources through targeted communications and marketing.
**Strategic Priority 4**
Provide a dynamic, flexible, and comfortable learning environment that is conducive to productivity and meets the varied needs of our users.

**Introduction**
Auburn University Libraries is committed to providing our users with state-of-the-art and technology-enhanced facilities. Over the past five years, the libraries have undertaken several projects to meet this strategic priority. These include the creation of the Learning Commons and Study Commons, renovations to the Library of Architecture, Design and Construction, enhanced individual study areas, and creation of a food venue in Ralph Brown Draughon Library. The libraries will continue to responsibly enhance and expand their physical spaces to support the university’s institutional programs.

**Strategic Goals**
1) Create spaces for continued collection growth and new services.
   A) Create an adaptable and programmable space for special presentations and events.
   B) Explore opportunities to improve study areas for both group and individual study.
   C) Increase physical storage capacity for collections and library operations.

2) Plan for the use of library space with input from users and staff in order to make the libraries the destination of choice for academic success.
   A) Evaluate the individual study carrel policy to optimize use.
   B) Assess workflow and physical space requirements of library departments to optimize space utilization.
   C) Analyze space utilization to determine appropriate allocation metrics and identify opportunities to make fuller use of collection and study spaces.
   D) Benchmark facilities with comparable institutions.
   E) Explore the creation of a maker space in Ralph Brown Draughon Library.
   F) Evaluate the need for a presentation rehearsal space for users.
   G) Assess the effect of new campus buildings on the libraries’ spaces.

3) Update infrastructure to meet the changing academic needs of the libraries’ users.
   A) Continue to improve signage and navigability throughout the libraries.
   B) Update infrastructure to meet and support emerging technologies.
   C) Proactively maintain physical infrastructure to accommodate high-volume operation.

4) Seek multiple funding opportunities for facilities improvements.
   A) Promote facilities improvements to individuals, corporations, and foundations.
   B) Promote facilities improvements to the university community.
**Strategic Commitments**

1) Adapt spaces in the libraries to the changing information needs and learning styles of users.

2) Discern trends, explore potential uses, and integrate new technologies for collaboration, learning, and reflection.

3) Create a comfortable and inviting environment conducive to collaboration, production, and studying.
**Strategic Priority 5**
Attract, support, and retain talented and diverse faculty, staff, and student workers who are dedicated to the mission of the university and the libraries and to serving the libraries’ users.

**Introduction**
The libraries’ achievements depend upon the expertise, engagement, and success of the libraries’ employees. Therefore, it is essential that in the next five years the libraries place a key emphasis on attracting, retaining, and developing diverse faculty, staff, and student workers who strengthen the libraries’ reputation and broaden its impact in all areas of its mission. To accomplish these goals, the libraries will continue to seek opportunities to support faculty and staff at all stages of their work-life including recruitment, promotion and tenure, and training opportunities. We will also continue to support and reward our graduate and undergraduate student workers for their service to the libraries’ users.

**Strategic Goals**
1) Create an environment that encourages and supports professional development for faculty and staff.
   A) Provide release time and seek funding for learning, research, professional development, and travel to conferences and meetings.
   B) Provide the libraries’ employees with information regarding professional certification and continuing education opportunities, including those made available through local, regional, and national programs and professional organizations.

2) Recruit highly-qualified, diverse candidates to faculty, staff, and student positions.
   A) Actively recruit for diversity and create programs that support the university’s Strategic Diversity Plan.
   B) Assess and evaluate current recruitment policies and procedures to develop more diverse candidate pools.
   C) Seek opportunities to articulate the benefits of student employment in the libraries.
   D) Participate in student job fairs and explore partnerships with campus organizations to improve student worker recruitment.

3) Support faculty, staff, and student originality, commitment, engagement, and achievement.
   A) Develop and make available departmental mentoring programs.
   B) Provide faculty with formal research time and informal release time for research and professional development.
   C) Provide job enhancement and training opportunities for faculty and staff.
   D) Evaluate and reinvigorate the existing career ladder system.
   E) Provide regular feedback to faculty, staff, and student employees regarding performance.
   F) Assess and continuously improve student assistant training.
   G) Develop opportunities for staff to collaborate on publications and presentations.
   H) Investigate ways to improve job-related opportunities for staff.
4) Reward and recognize faculty, staff, and student originality, commitment, engagement, and achievement.
   A) Reward performance and job growth through the effective use of the university’s performance management, planning, and review program.
   B) Monitor regional salary averages and seek opportunities to raise compensation levels in the libraries.
   C) Recognize achievement through nominations for professional, university, and libraries awards and recognitions.
   D) Encourage the university to recognize and reward achievements such as professional certification.
   E) Celebrate achievements.

5) Assess and evaluate the libraries as a workplace.
   A) Identify issues that may affect recruitment and retention.
   B) Implement exit interviews of student workers to be conducted by their supervisors.

**Strategic Commitments**

1) Communicate that the annual review process is an opportunity to align individual and organizational goals.

2) Plan for current and future staffing needs.

3) Train and maintain a student workforce that contributes to the libraries’ goals.