



Ferris University Libraries Forward Strategic Plan 2020-2025

FERRIS STATE UNIVERSITY

FERRIS FORWARD

Ferris University Libraries Forward: Strategic Plan 2020-2025

FERRIS STATE UNIVERSITY

FERRIS LIBRARY FOR INFORMATION,
TECHNOLOGY AND EDUCATION

We enrich learning, facilitate research, and engage our community through innovative services, resources, and technologies.



The KCAD Library mission is to engage artists, designers, and scholars in the use of information to forward individual and collaborative inquiry, provide support for effective teaching and learning, and to encourage intellectual growth, artistic enrichment, and academic excellence.

Strategic Goal: Academic Programs and Offerings

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
<p>APO Initiative 1</p> <p>Encourage, facilitate, and support innovative degree initiatives in emerging fields.</p>	<p>Initiative 1</p> <p>Support innovative degree initiatives in emerging fields by ensuring that there are library resources and services to support new programs.</p>	<ul style="list-style-type: none"> • APO 1.1: Liaison librarians will provide assessments of existing library resources to support new, innovative degree initiatives and identify additional resources needed to provide adequate library support. • APO 1.2: Liaison librarians and library administrators will advocate for additional resources required to support new programs. 	<ul style="list-style-type: none"> • Program faculty and administrators consult with liaison librarians <i>during</i> the degree and course development process. • Initial program review processes will note the adequacy of library resources and services to support new degrees.
<p>APO Initiative 2</p> <p>Honor our commitment to lifelong learning.</p>	<p>Initiative 2</p> <p>Contribute to the university's commitment to lifelong learning.</p>	<ul style="list-style-type: none"> • APO 2.1: Emphasize non-subscription information resources available after graduation in library instruction sessions. 	<ul style="list-style-type: none"> • Students will know where to find reliable information resources after graduating. • The Libraries will create a LibGuide for alumni and explore opportunities to work with the alumni association.

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
<p>APO Initiative 3</p> <p>Spur a culture of data-driven decision making across the University.</p>	<p>Initiative 3</p> <p>Spur a culture of data-driven decision making in FLITE and KCAD Library.</p>	<ul style="list-style-type: none"> • APO 3.1: Develop a library data plan consistent with division and university-wide standards. • APO 3.2: Investigate new and/or existing tools to gather, analyze, and present data about library usage. • APO 3.3: Create and post a library privacy policy informing users of their privacy rights regarding data collection, library records, and interactions with library employees. 	<ul style="list-style-type: none"> • Library data are incorporated into division and university-wide datasets. • Regular reports are generated and made available so that employees can easily view, download, and manipulate data (e.g. for decision making, storytelling, creating context). • The Libraries will post a new privacy policy, educate users, and maintain compliance to ensure that data is used ethically and legally.
<p>APO Initiative 4</p> <p>Assess and review processes for academic programs and offerings to increase effectiveness.</p>	<p>Initiative 4</p> <p>Assess and review processes for library services and offerings to increase effectiveness.</p>	<ul style="list-style-type: none"> • APO 4.1: Develop and implement a FLITE comprehensive collection management plan and expand document delivery options. Seek input from the Senate Library/Historical/Archival Committee. • APO 4.2: Create a FLITE Student Advisory Board for input on proposed library programs, policies, and services. 	<ul style="list-style-type: none"> • Resulting plan lists core elements of the collection, including both paid and open access resources, and clearly aligns resources to applicable curriculum areas. Plan is used to inform collection strategies and spending decisions. • FLITE enhances the current campus-wide document delivery program to include delivery of books and other physical materials. • FLITE utilizes recommendations from the Student Advisory Board.

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
<p>APO Initiative 5</p> <p>Foster a rich, student-centered University education experience.</p>	<p>Initiative 5</p> <p>Foster rich, student-centered educational experiences by identifying high impact practices in academic libraries that will lead to innovative teaching collaborations with faculty and enhance student success.</p>	<ul style="list-style-type: none"> • APO 5.1: Work with faculty to meet Ferris and KCAD General Education program requirements. • APO 5.2: Enhance the Libraries role in programming for first year students. • APO 5.3: Enhance the Libraries role in programming for graduate students. • APO 5.4: Collaborate with the Academic Literacies Center and academic advisors on initiatives with strong potential to improve student academic achievement. • APO 5.5: Build upon successful reference and research services. • APO 5.6: Identify and implement instructional programming and/or resources to aid media, financial, visual, and data literacy. 	<ul style="list-style-type: none"> • Students ask higher-level reference/research questions. • Increased usage of library information resources. • Increased opportunities for librarians to be embedded in courses. • Each year FLITE librarians and instructional faculty will create 1-2 information literacy plans tailored for use within a major. • Specialized accreditation reports speak to information access and learning opportunities through the Libraries for students enrolled in programs under review.

Table 1 University Libraries Strategic Plan: Academic Programs and Offerings

Strategic Goal: Student Success

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
<p>SS Initiative 1</p> <p>Expand access through targeted recruitment efforts.</p>	<p>Initiative 1</p> <p>The Libraries will ensure that virtual and physical spaces are inclusive environments for all students, faculty, and staff.</p>	<ul style="list-style-type: none"> • SS 1.1: The Libraries will reconstitute a diversity and inclusion committee. • SS 1.2: The Libraries will support the development and execution of the University's new internationalization plan. 	<ul style="list-style-type: none"> • The committee will complete and assess events and projects intended to improve the inclusive atmosphere of the Libraries. • The Libraries will provide targeted communications, services, and programming for international students.
<p>SS Initiative 2</p> <p>Champion degree completion and ensure a clear path to success.</p>	<p>Initiative 2</p> <p>FLITE will expand its collaborations with the University's identity-based centers to provide academic and retention-based support.</p>	<ul style="list-style-type: none"> • SS 2.1: The library will build upon its past collaborations with identity-based centers to provide targeted instruction and programming. 	<ul style="list-style-type: none"> • Students associated with identity-based centers will report that the library is a safe and inviting space with friendly and helpful librarians and staff.
<p>SS Initiative 3</p> <p>Position career readiness and ExperienceShips at the center of a Ferris State education.</p>	<p>Initiative 3</p> <p>Embed career readiness competencies into FLITE student employment.</p>	<ul style="list-style-type: none"> • SS 3.1: Emphasize the transferability of job knowledge and skills in the library work environment to the future careers of library student employees. • Partner with CLACS to offer a workshop for library student employees to translate their work experience in the Libraries into resumes. 	<ul style="list-style-type: none"> • Library student employees can articulate how their library work experience is relevant to their future careers.

Table 2 University Libraries Strategic Plan: Student Success

Strategic Goal: Organizational Effectiveness

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
<p>OE Initiative 1</p> <p>Engage in a thorough review of University structures and processes and complete an organizational realignment, to be conducted in a way that provides an ownership (or shared understanding) of important University structures while also increasing trust, efficiency, and effectiveness.</p>	<p>Initiative 1</p> <p>Engage in a thorough review of library structures and processes and complete an organizational realignment, to be conducted in a way that provides ownership (or shared understanding) of important university and library structures while also increasing trust, efficiency, and effectiveness.</p>	<ul style="list-style-type: none"> • OE 1.1: Develop a FLITE organization structure reflecting current staffing and work to be done. • OE.1.2: Expand team building and collaboration within FLITE and between FLITE and KCAD library by investigating and adopting intentional frameworks that promote trust, efficiency, and effectiveness. 	<ul style="list-style-type: none"> • FLITE has a new organization chart, and job descriptions and task lists are updated to reflect the new structure. • Employees are encouraged (e.g. funding, release time) to participate in professional development and training and skills development to fulfill job responsibilities and to develop skills to meet anticipated future needs. • For all key functions of the library, an employee has been identified and trained to take responsibility should the primary task owner be unavailable. • Frameworks (e.g. project management, adaptive schools, learning organization, service design) are investigated and selected for adoption, a majority of library employees attend training sessions, the frameworks are implemented, and the library assesses the success of utilizing the frameworks.

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
		<ul style="list-style-type: none"> • OE 1.3: Determine the value and impact of existing processes and services and potential new services to determine priorities. (See APO 4 for related initiative.) Review and update policies and procedures related to services and processes. • OE 1.4: Develop a library technology plan and the capacity to support existing library technology and implement new systems. Knowledge management should be a component of the plan. 	<ul style="list-style-type: none"> • A series of process improvement trainings are attended by a majority of library employees. • A review of current processes and services is completed resulting in the phasing out of low value/low impact services and increased effectiveness and efficiency of remaining processes and services. • A review of potential new processes and services is completed resulting in recommendations on high value/high impact services that could be added. • A policy review schedule is established and maintained. • For all positions and their backups, current procedural documentation is stored in an easily located and accessible location. • A University Libraries Technology Team is formed. • Employees utilize professional development opportunities to create capacity to meet future technology needs. • A schedule and budget are established for replacing, upgrading, and phasing out

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
			<p>equipment and technology systems.</p> <ul style="list-style-type: none"> • Content management systems to meet library needs are implemented (e.g. image resource management). • Appropriate platform(s) for storing internal documentation are determined, guidelines for consistent file structures and naming conventions are created, appropriate users are authorized to view and share files, and library records retention schedules are updated and managed appropriately.
<p>OE Initiative 2</p> <p>Develop a more effective and transparent campus by standardizing and integrating the use of existing campus software and systems.</p>	<p>Initiative 2</p> <p>Contribute to the development of a more effective and transparent campus by utilizing campus standard software and systems.</p>	<ul style="list-style-type: none"> • OE 2.1: The Libraries will utilize standard Ferris software & systems when possible. 	<ul style="list-style-type: none"> • Library employees will participate in trainings on the existing collaborative software systems across campus and utilize the software when appropriate. • Redundant software will be discontinued if it does not provide significant additional functionality.

Table 3 University Libraries Strategic Plan: Organizational Effectiveness

Strategic Goal: Pride and Community

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
<p>PC Initiative 1</p> <p>Share our founders' emphasis on opportunity and excellence.</p>	<p>Initiative 1</p> <p>Share our founders' emphasis on opportunity and excellence by enhancing access to university history and memory.</p>	<ul style="list-style-type: none"> • PC 1.1: Replace and integrate FIR and ResourceSpace to enhance image management and create a single, self-serve database for internal and external users • PC 1.2: Explore merging of KCAD archives into the FSU archives • PC 1.3: Explore use of KCAD archives as part of KCAD's upcoming centennial 	<ul style="list-style-type: none"> • Users will be able to search and download historic images and documents without mediation. • Operational efficiencies. • KCAD archives will be organized and accessible in preparation for the KCAD centennial. The library will have the capacity to create online gallery displays and exhibitions. • Historical artifacts from the Archives are consulted and referenced in projects across campus.
<p>PC Initiative 2</p> <p>Better utilize alumni as ambassadors to our constituents, partners, and the world.</p>	<p>Initiative 2</p> <p>Contribute to university-wide efforts to better utilize alumni as Ferris ambassadors by enhancing FLITE and KCAD library's relationships and visibility with alumni.</p>	<ul style="list-style-type: none"> • PC 2.1: Improve communications to and with alumni. • PC 2.2: Improve and develop new programs and services for alumni. 	<ul style="list-style-type: none"> • Increased number of publications and communications to FSU alumni, particularly former student library employees (newsletters, social media, etc.). • FLITE and the KCAD Library will produce program and presentation opportunities for alumni.

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
<p>PC Initiative 3</p> <p>Identify, create, and pursue opportunities that strengthen student-focused partnerships with local communities.</p>	<p>Initiative 3</p> <p>Identify, create, and pursue opportunities that strengthen partnerships with local and statewide community groups and organizations.</p>	<ul style="list-style-type: none"> • PC 3.1: Explore partnerships with business, employment, and economic development agencies, both local and statewide. • PC 3.2: Continue and expand partnerships with other libraries and cultural organizations, both local and statewide. 	<ul style="list-style-type: none"> • FLITE and the KCAD Library will participate in collaborative partnerships to enhance the economic development of the local community and the employment prospects of our constituencies. • FLITE and the KCAD Library will participate in collaborative partnerships with other libraries and cultural organizations.

Table 4 University Libraries Strategic Plan: Pride and Community

Strategic Goal: Enhancing Resources

Ferris Initiative	Libraries Initiative	Action Steps	Signs of Our Success
<p>ER Initiative 1</p> <p>Increase funding from grants, gifts, and other non-tuition sources.</p>	<p>Initiative 1</p> <p>Expand fundraising and explore appropriate grant funding opportunities.</p>	<ul style="list-style-type: none"> • ER 1.1: Increase collaboration with University Advancement to enhance fundraising capacity for the libraries. • ER 1.2: Pursue grant opportunities to improve services. 	<ul style="list-style-type: none"> • FLITE and KCAD Library will create additional donor funding opportunities to enhance library services. • The library student employee scholarship fund will be endowed. • The Libraries will be proactive in identifying and applying for appropriate grant opportunities.

Table 5 University Libraries Strategic Plan: Enhancing Resources