Clemson University Libraries Forward
8/30/16 DRAFT

The Libraries Forward strategic plan is based on the Clemson Forward plan that will guide the university for the future but specifically outlines the unique contributions that the Libraries provide in fulfilling the mission of the university. The Libraries Forward plan is also based on successful planning processes including the 2020 Forward plan.

Vision Statement
The Clemson University Libraries aspire to be among the best public research libraries in the nation.

Mission Statement
The Clemson University Libraries embrace excellence in the provision of information and the development of transformational programs, services, and technologies that support University goals.

Service Philosophy
Clemson University Libraries are here to help our patrons discover, learn, and study. We strive to create a welcoming and safe environment for our diverse community.

We, the Clemson University Libraries employees, will:

- Be approachable and welcoming.
- Treat each patron with courtesy and respect.
- Use patience, knowledge and skills to guide patrons to information.
- Listen to requests carefully and ask questions directed at finding what the person truly wants.
- Protect patrons’ right to privacy and confidentiality.
- Use library policies as guidelines, not roadblocks.
- Empower ourselves to be creative and make decisions that will result in a positive patron experience.
- Find someone who can help if we are unable to do so.
- Communicate with our patrons to provide timely, consistent, and accurate responses to their information needs.
- Find solutions before problems arise; suggest alternative approaches if at all possible.
• Provide a secure and accessible environment in our facilities and online presence.

Organizational Philosophy - ReACT
Clemson University Libraries strives to provide a welcoming and supportive environment for all employees. These four characteristics guide the ways we go about our daily work and interact with our colleagues.

Respect – the way we interact with our colleagues
• Promotes the intellect through civil discourse, listening to diverse viewpoints, and remaining open-minded and respectful to the ideas of others.
• Demonstrates integrity and remains honest, trustworthy, and mindful of confidentiality.
• Interacts well with colleagues. Establishes and maintains positive and effective working relationships. Supports one another with consideration and kindness.
• Exhibits patience and empathy in interactions with coworkers.

Approach – the way we consider our work
• Takes risks and is open to accepting new challenges.
• Recognizes opportunities to take initiative and be proactive when needed.
• Shows willingness to adopt new technologies and service models.
• Uses a lighter touch and balances the seriousness of purpose with the enjoyment of one’s work and accomplishments. Appreciates the value of a good laugh.

Communication – the way we express or exchange information
• Fosters an environment of open communication, respect, and trust to encourage expression of ideas and opinions.
• Strives to share information in a timely and effective manner.
• Recognizes that we are all responsible for both providing and seeking information.
• Understands that how we say something is as important as what we say.

Teamwork – the way we achieve our common goals together
• Collaborates and works cooperatively with colleagues.
• Shares duties with colleagues performing similar jobs in times of need.
• Works together to develop new and creative solutions and ideas.
• Teaches others about their work to promote understanding of other functions.
Libraries Forward Overarching Goals
In concert with Clemson Forward, the Clemson University Libraries will build on its quality in services to evolve to a research library. Following are principal goals that will guide the Libraries in its priority of creating a research library followed by a detailed list of specific goals.

Development of research collections
- Provide access to high end research materials in priority areas
- Build historical collections
- Develop a balance between monographs and serials
- Expand unique collections
- Expand access to open collections

- Revitalize the R.M. Cooper Library (main library)
  - Optimize student and employee spaces
  - Work with university stakeholders for a comprehensive remodel
  - Work with Development to secure private funding

- Transition to research environment
  - Create a foundation for a successful instructional program
  - Expand library faculty expertise to support research
  - Increase training and support for library staff and faculty

Libraries Forward Specific Goals
Undergraduate Learning (Supports ClemsonForward “Academic Core” Goal)
- Expand partnerships with organizations on campus such as the Academic Success Center, CCIT, the Writing Center, the Watt Family Innovation Center, and Clemson Online to support student success.
- Offer the same level of service to distance learners that we offer to in-person patrons.
- Investigate and support cost-saving measures for undergraduate students such as Open Educational Resources (OER) and textbook programs.
- Support and assess a robust instruction program that teaches undergraduates not just how to locate resources, but how to evaluate and document them as well.
Graduate Education (Supports ClemsonForward “Academic Core” Goal)
- Foster collaboration with the Graduate School.
- Serve the unique needs of graduate students by expanding location, quantity, and quality of library services.
- Support the dual role of graduate students as instructors and researchers.

Research (Supports ClemsonForward “Research” Goal)
- Foster collaboration with research organizations on campus such as the Clemson Center for Geospatial Technologies, the Office of Sponsored Programs, the Office of Research Compliance, Clemson Digital Press, and CCIT.
- Support new models and tools for scholarly communication.
- Support CU’s growing need for centralized research data services in collaboration with ORC and CCIT.
- Build infrastructure to support university research and publishing.

Facilities (Supports ClemsonForward “Academic Core” and “Living” Goals)
- Maximize study space to address students’ increasing needs.
- Configure spaces to promote collaborative utilization of new technologies.
- Continually assess space usage and realign to address current needs.
- Improve accessibility for all users, including (but not limited to) those with disabilities, LGBT individuals, and families.
- Improve security at all facilities, for both people and collections.

Collections (Supports ClemsonForward “Academic Core” and “Research” Goals)
- Increase the collections budget to $10 million.
- Maintain our partnerships with various statewide and regional organizations such as PASCAL, Lyrasis, ASERL, and the Carolinas Consortium for the purposes of resource sharing and cost savings.
- Grow our research collections in the following areas:
  - STEAM (particularly the innovation clusters of Advanced Materials; Cyberinfrastructure and Big Data Science; Energy, Transportation and Advanced Manufacturing; Human Resilience; Health Innovation; and Sustainable Environment)
  - Agriculture
Curriculum-focused
- Align with ARL collection standards.
- Assess, preserve, and promote unique collections.
- Update the manner in which we allocate funds to reflect the current structure of colleges and industry trends.
- Expand our equipment checkout program.

Personnel (supports ClemsonForward “Living” Goal)
- Update faculty guidelines to emphasize scholarly endeavors
- Realign current workloads and recruit for areas with the most need.
- Create a new training and development program, with particular focus on the professional development of our staff.
- Foster a culture of peer-to-peer and mentoring relationships, through activities such as (but not limited to):
  - The development of a robust orientation and training program for new faculty and staff that is consistently thorough across units, and
  - Giving staff and faculty more opportunities to interact informally with colleagues outside their units and teams.
- Improve communication and collaboration between units.
- Promote diversity in our faculty and staff through both recruitment and retention.
- Promote family-friendly workplace policies and improve workplace environments.

Outreach (Supports all ClemsonForward Goals, especially “Engagement”)
- Create advisory groups to counsel the Dean (e.g., Student Advisory Group, Faculty Advisory Group).
- Adopt an organizational culture focused on assessment in line with ARL and ACRL standards.
- Increase awareness of library resources and services.
- Provide consistent and up-to-date information about the library via our web presences.
- Reestablish the Libraries Leadership Board to promote library fundraising and to advocate for the Libraries.

Appendices
Libraries Forward Financial Investment Costs
Libraries Action Items