University Vision

In the spirit of innovation Bowling Green State University (BGSU) will be a national model for a premier learning community that develops, transforms, and impacts individuals and communities by shaping their futures through learning, discovery, and collaboration. BGSU will meet the educational, economic, and social challenges of our region, the State of Ohio, the nation and the world.

Mission

Bowling Green State University (BGSU) provides educational experiences inside and outside of the classroom that enhance the lives of all of our students, other stakeholders, and the many publics we serve. BGSU students are prepared for lifelong career growth, lives of engaged citizenship and leadership in a global society. Within our learning communities we build a welcoming, safe and diverse environment where creative ideas and entrepreneurial achievements can benefit others throughout our region, the State of Ohio, the nation and the world.

University Libraries Vision

Vision Statement: Preserve the Past, Honor the Present, Envision the Future

Vision: The University Libraries aspires to become the heart of learning in the BGSU community, by creating a lively gathering-place for teachers and learners, and cultivating a well-chosen collection of resources to inspire them.

University Libraries Mission

The University Libraries supports the Bowling Green State University mission by:

- advancing scholarship, critical thinking, and creativity for a diverse community of users;
- building, organizing and maintaining focused collections for academic, creative and research interests; and
- teaching users to identify, locate, assess, and effectively use a full range of information resources.

Goals for UL (see Appendix A for details):

UL Goal 1: Actively engage stakeholders in relevant initiatives designed to support teaching, learning and research.

UL Goal 2: Integrate resources, services and collections in courses, programs, online learning environments and elsewhere as appropriate.

UL Goal 3: Promote unique collections with internal and external audiences to further BGSU’s reputation and to generate revenue opportunities when possible.
University Libraries Strategic Alignment to BGSU Goals – [Limit: one to three Pages]

BGSU Goal 1 - Engage undergraduate students in a unique BG learning experience that fosters engaged citizenship, global leadership and career preparedness which will lead to life-long success. [Achieved through leveraging BGSU’s tradition of high impact UG educational practices]
BGSU Goal 2 – Link graduate programs strategically to scholarships and research pursuits – (Strategically align, support and develop graduate programs, scholarship and research pursuits).

UL Goal 1: Actively engage stakeholders in relevant initiatives designed to support teaching, learning and research (see Appendix A for details).
UL Goal 2: Integrate resources, services and collections in courses, programs, online learning environments and elsewhere as appropriate (see Appendix A for details).

- Evaluate librarian liaison teams and make adjustments to model in order to ensure excellent service and support for undergraduate and graduate students and faculty.
- Engage undergraduate and graduate program faculty and students in the various University Libraries and Learning Commons initiatives available to them. (e.g. scholarly publishing initiatives, textbook affordability program, digital humanities projects, OhioLINK ETD workflows, etc.)
- Integrate University Libraries and Learning Commons resources, services and collections in undergraduate courses, programs and online learning environments.
- Solicit feedback from undergraduate and graduate students and faculty and analyze data about their use and satisfaction with resources, services and collections.
- Identify curricular connections and provide access to relevant collections that support the undergraduate and graduate curriculum and provide point-of-need instruction to students on how to use primary and secondary resources in their research activities.
- Work collaboratively with appropriate offices on campus to recruit, retain and support students in the newly created FLY (Falcon Learning Your Way) program. Recruit 40-50 new students each year for the next four years for a total of 180 students in the program by Fall of 2019.
- Provide training, support and resources to populations in evolving programs such as College Credit Plus, e-Campus and the newly created FLY Program for students with learning differences and attention challenges.
- Conduct regular assessment activities of student learning outcomes and implement program review in order to maintain high-quality programs.
- Refine collection development policies to support the undergraduate and graduate teaching, learning and research mission of BGSU.
• Collaborate with Athletic Support Services as they move to the Jerome Library in support of the academic success of student athletes.

BGSU Goal 3 - Expand academic, research, and public service partnerships with regional communities, the State of Ohio, and other universities; and with national and global private, nonprofit, and governmental entities. [Achieved through demonstrating BGSU’s relevance to our region)

UL Goal 3: Promote unique collections with internal and external audiences to further BGSU’s reputation and to generate revenue opportunities when possible (see Appendix A for details).

• Form a long-term partnership with the Great Lakes Historical Society and the National Museum of the Great Lakes.
• Explore options for showcasing University Libraries collections to global audiences through intentional outreach, exhibits and vendor partnerships.
• Promote the uniqueness of University Libraries collections through new initiatives designed to engage scholars directly with resources. (e.g. fellowship programs, visiting scholars, internship and volunteer opportunities.)
• Intentionally explore and pursue grant funding opportunities to promote and support resources, services and collections.
• Collaborate with libraries, universities, archives and others at the regional, local, state and national level to promote collections, resources and services, to provide access and discoverability of collections and to participate in consortial sharing activities.
• Represent BGSU’s research interests in OhioLINK and other consortial activities through participation and leadership in state committees.

BGSU Goal 4 - Advance global engagement through learning, discovery and service.

UL Goal 3: Promote unique collections with internal and external audiences to further BGSU’s reputation and to generate revenue opportunities when possible (see Appendix A for details).

• Plan, offer and participate in internal and external initiatives that promote resources, services and collections.
• Provide online scholarly publishing tools to enhance BGSU’s global reputation and to support faculty research/scholarship activities.
• Continue to host recognized speakers as part of the “Ordinary People: Extraordinary Stories” lecture to challenge BGSU students, faculty and regional community members to reflect on their perspectives and life opportunities.
• Conduct website usability testing and analyze online traffic patterns to maximize the user experience and ensure discoverability of resources, services and collections.
• Collaborate with the Vice President, Research and Economic Development to create a Collab-Lab to establish and sustain a vibrant culture of collaboration, innovation, and entrepreneurism among BGSU faculty, staff and students.
BGSU Goal 5 - Build a campus and community that fosters, celebrates, and appreciates diversity and inclusion.

- Implement the University Libraries diversity plan.
- As part of the UL Diversity Plan strategic actions, employ a graduate student to enhance, **promote** and raise awareness of services to international and minority students.
- Collaborate with others to plan, **promote** and attend curricular and co-curricular diversity and inclusion events. (e.g. PACODI, NIOT, NCBI; special exhibits, etc.).

BGSU Goal 6 - Enhance the well-being and quality of life of BGSU students, faculty, staff, alumni and friends.

- Invest in professional development opportunities to maintain expertise, develop new skills and foster innovation in order to meet strategic initiatives.
- Work with employees to plan activities and strategies to enhance feelings of well-being, community and positive morale.
- Partner with internal and external stakeholders to **promote** the Jerome Library as a destination place for academic support, teaching, learning and research. (e.g. SOS events, creating collaborative study spaces, 24/5 collaboration with USG, etc.)

BGSU Goal 7 - Develop a physical, organizational and financial infrastructure that ensures the short- and long-term success of the BG experience and enhances the development of the BG family. [Continuously considering ways in which we can achieve operational excellence]

- Involve UL departments and units in activities designed to support the three overarching UL strategic goals.
- Collaborate with the University Advancement office to plan and implement campaign strategies, to align donor activities to the UL Case Statement, and to plan the 50th Anniversary celebration of the Jerome Library facility in 2017.
- Collaborate with the Provost’s Office and Capital Planning to plan for renovations to the Jerome Library to enhance opportunities for teaching, learning and research at BGSU.
- Strategically develop a five-year plan for the space utilization of the Wm. T. Jerome Library facility.
- Upgrade and modernize the Jerome Library for compliance and accessibility.
- Explore public service strategies and models to reduce duplication of services and improve efficiencies.
- Advocate for sufficient staffing levels to assure success of teaching, learning and research activities at BGSU now and into the future.
- Invest in technology tools and expertise to support contemporary forms of scholarly publishing and other library initiatives. (e.g. maintaining a LITS unit within UL, digitization efforts, ScholarWorks, etc.)
## University Libaries High Level SWOT Analysis – [Page 4] [Insert SWOT Analysis here – Limit one page]

### Strengths – top 3 in bold
- Depth, breadth, longevity, reputation of CAC, BPCL, MLSRA
- Academic Support Services (one stop shop for student academic success)
  - Subject tutoring from Learning Commons
  - Technology assistance from STAC
  - Immediate library and resource assistance
- Personnel – passionate about patron needs, invested in stakeholder success, library resources
- IRAs – branded one to one research assistance for students and faculty
- Student destination due to services, hours, and environment
- User centered approach to processes, systems, and services
- OhioLink participation
- Speaker series
- Expertise in latest technology resources for information retrieval

### Opportunities
- Repurpose jobs through attrition
- Increase access to information
- Work on deferred maintenance plan/infrastructure
- Redefine how a library provides value
- New partnerships within BGSU, UL, and other levels of education and external entities
- Utilization of UL space / deack and of NW Ohio book depository
- University expanding scope to non-traditional students and online classes
- Increase in non-traditional funding/methods
- Evolving digitization models
- Increase exposure to UL services and collections

### Weaknesses
- Limited hours of operation specifically no Saturday hours for LC, 24/7 ideal for students
- ADA accessibility
- Building leaks
- Sound travels
- Temperature varies
- Lack of natural light
- Entrance hard to find
- Air vents are black
- Paint, ceiling, and floor are dated and dirty
- Restrooms on floors 2-8
- Shelving old
- Stakeholders don't know full offering of resources and services
- Too many circulation rules and inconsistencies
- Within UL – difference levels of classification employees and feeling of value
- UL internal hiring process too difficult and complex, job descriptions and qualifications burdensome
- Too many service points and requires additional staff and patron confusion
- Internal reluctance to let go of tasks/services and embrace or add new ones (perceptions)
- Limited donor pool and donations
- Lack of copyright expertise in house
- Lack of sufficient collection space/general/study space
- Employee turnover – lack of succession planning and cross training
- Limited user testing/surveys to determine validity of UL perceptions
- Processes too complicated for patrons

### Threats
- Increased pressure to control costs, change instructional methods, and justify existence
- Shift in viewing education as a public good to a private good – everyone must go to college, students = consumers
- Minimum wage increase
- Political criticism of educations and expertise not valued
- Decrease in state funding
- University ITS changes platforms, systems, security programs frequently with little input
- Public perception that libraries no longer needed – all online
- OhioLINK part of Oh-TECH and at mercy of elected officials
- Potential loss of UL space to non-UL departments
- Lack of clear and timely administration decisions (i.e. space issues)
- Increased effort by state to “push” college credit earning to High School
- Lack of control over hiring process
- Demographic trend of fewer traditional aged college students

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Appendix A: UL Strategic Initiatives Summary 2015-2016

Acronym Descriptors
ACB-Archival Collections and Branches
Access-Access Services (Circulation)
BPCL-Browne Popular Culture Library
CATS-Collections and Technical Services
CRC-Curriculum Resource Center
LC-Learning Commons
LITS-Library Information Technology Services
LTL-Library Teaching and Learning
MLSRA-Music Library & Sound Recordings Archives
NWORBD-Northwest Ohio Regional Book Depository

UL Goal 1: Actively engage stakeholders in relevant initiatives designed to support teaching, learning and research.

- (Access) Implement a chat service for the main desk.
- (Access) Involve faculty and students in the Featured Book Shelf.
- (CATS) Institute Demand Driven Acquisition for e-books.
- (CRC) Increase use of the collections by targeting campus student organizations to hold meetings/events in the CRC.
- (CRC) Increase new faculty awareness of the collections and services of the CRC by holding an event in the CRC where CRC staff demonstrate the types of services available to faculty and students so that the faculty members will integrate the CRC collections into their teaching and therefore increase student awareness of the CRC and greater library.
- (CRC) Increase student awareness of the collections and services of the CRC through outreach outside of the library (other buildings on campus).
- (LC) The development and implementation of the Falcon Learning Your Way (FLY) Program during the 2015-16 academic year with a start date of fall semester 2016, for an initial cohort of 40 students.
- (LC) Due to the positive response to the offering of individual math tutoring sessions this fall we would like to expand the number of offerings in spring semester 2016.
- (LITS) Assist UL librarians and staff with set-up and take-down of laptops and other technology in support of teaching workshops and sessions in the UL.
- (LITS) Initiate and promote a Technology Sandbox in the STAC.
• (LITS) Investigate how users navigate select UL web pages by completing at least two usability exercises with users in collaboration with PIC and appropriate UL staff.
• (LTL) Librarians will begin embedding content into Canvas course shells through LTIs and other means.
• (LTL) Increase the number of library sessions for GSW 1120 sections by increasing promotion and offering services to more GSW instructors.
• (LTL) Increase the number of students that we reach through one-on-one consultation appointments (not desk interactions) by 25%.
• (MLSRA) Plan and launch a record listening club. This will be akin to a book club, where all participants will ideally familiarize themselves with the content ahead of time, then meet to listen to the album and discuss it. The audience will be primarily students, but we would welcome faculty, staff, and community members as well.
• (NWORBD) Increase the amount of available space in the module by ten percent, to 550,000 items from 500,000.
• (NWORBD) Research other depository systems, in the U.S. and beyond, to learn how our Depot might better serve its constituent groups. Look into depositories within consortia especially.

UL Goal 2: Embed resources, services and collections in courses, programs, online learning environments and elsewhere as appropriate.
• (CATS) Institute Demand Driven Acquisition (DDA) for e-books.
• (CATS) Develop or refine LibGuides using CATS subject expertise in the areas of metadata and scholarly communication. In the past LibGuides were created for these topics but they have not been re-evaluated to include more detailed information about the services UL offers or reflect changes in best practices.
• (CATS) Enhance website for display and use of TEI documents and make it accessible to the public.
• (LC) Provide on-line writing support services to international students taking BGSU GSW courses at Tianjin Polytechnic University in Tianjin, China. This will include on-line submission of drafts, as well as synchronized writing consultations via our webpage and WebEx.
• (LC) Due to the loss of an ESOL instructor working in the Learning Commons on time-release we would like to seek funding from campus (ESOL/Provost Office) for an ESOL Specialist position to work with this population and assist in the training of our Writing Consultants in working with ESOL students to support the universities goal to increase the international student population on campus.
• (LITS) Develop ways for faculty / librarians to be able to embed UL resources into Canvas. This will have two phases. The first phase will be to work on a LibGuide integration. The second phase will be to work on the integration of additional resources as identified/prioritized by the Librarians.
• (LTL) Librarians will start embedding content into Canvas course shells.
UL Goal 3: Promote unique collections with internal and external audiences to further BGSU’s reputation and to generate revenue opportunities when possible.

- (ACB) Take concrete steps to introduce external audiences to our collections. Host open houses for external audiences.
- (ACB) Hold focus groups to ascertain user needs as they relate to special collections. This information would inform next year’s strategic planning.
- (ACB) Exhibit ACB materials more extensively and effectively.
- (Access) Advertise A/V holdings of BPCL and ML/SRA collections.
- (Access) Improve the visual appearance of the Atrium study area and promote the unique collections of BPCL, ML/SRA, CAC, and Great Lakes by wrapping the area’s surrounding shelving end panels with photos of the various collections and images of students studying. Additionally, one of the panels could contain an image of William T. Jerome III.
- (BPCL) Create a searchable database for the movie poster collection—2,000 posters as a goal for this year.
- (BPCL) Digitize and promote the Advertising Trade Card Collection.
- (BPCL) Finish processing and promote baseball card collections (combination of two separate gifts and previously held cards).
- (CAC) Create plan to highlight collections related to the Little Red Schoolhouse and to coincide with the 40th anniversaries of that facility.
- (CAC) Write a plan to create a University Archives Serials Collection to improve discoverability of these materials. Materials included will be: course catalogs, campus directories, phonebooks, community bulletins, Freshmen and women’s handbooks.
- (CAC) Complete pilot project of Text Encoding Initiative mark up on a single chapter in multiple editions of Fahrenheit 451. Some of this work might be conducted in conjunction with a creative writing class. There could be opportunities to collaborate with other institutions with unique Fahrenheit 451 editions in the future.
- (CATS) Enhance website for display and use of TEI documents and make it accessible to the public.
- (CRC) Collaborate with the EDHD administration to identify continuing education opportunities for area educators and which would use the CRC collections. The objective would be to increase the awareness of the Curriculum Resource Center as a resource for area educators so that they might direct BGSU students to use the collection in preparing lesson plans for their field experience or to use the resources as community borrowers. We would work with EDHD to determine if the project generated revenue and determine with them how to distribute these funds.
- (MLSRA) Create collection-level records for all music special collections that do not get MARC cataloging.
- (MLSRA) Begin describing and promoting Vitak-Elsnic Polka Collection.
- (MLSRA) Collaborate with Depository staff to create brief records for 78s stored in the Northwest Ohio Book Depository.
- (MLSRA) Plan project to digitize music zine collections.
- (NWORBD) Develop and implement a plan to catalog the currently un-cataloged 78LPs, which number approximately 198,000.
Academic Affairs Strategic Planning Process

Each fall the Colleges are asked to update their strategic plan with the Office of the Provost. This process should be an inclusive, faculty-engaged, dean-led process. The overall BGSU strategic plan and goals provides the framework and alignment necessary for the overall university strategic direction. The dean is asked to align the proposed college objectives and related metric(s) with the appropriate seven university goals that support the vision/mission of BGSU. It is assumed that underlying each of these objectives is annual initiatives and actions that are in support of the College’s objective. For each of these initiatives/actions, the dean should adopt a metric to be used for tracking progress towards achievement. Hopefully, these metrics should link and inform the overall metric(s) that is being used to assess achievement towards the objective. Additionally, the plan should include a high-level SWOT analysis from the College perspective. It is expected that the Dean will engage all of the College’s academic units in this process. This should result in each academic unit having an approved list of objectives, strategies/initiatives and metrics for each of the academic units in the College that are aligned with College and BGSU goals. The strategic plans should typically span for a minimum of three years.

Additionally, the College’s strategic plan should include a listing of resources needed to allow the College to achieve the objectives of its strategic plan.

Deadlines:

- Departmental/Unit Strategic Plan to Deans Office: December 1
- College Strategic Plan to Provost Office: Last day of February
- Feedback from Provost Office: March 30
- Final Strategic Plan Adjusted/Approved: April 30

Definition of terms:

- **Mission** is a statement that describes the basic purpose and function of the organization.
- **Core Values** are guiding values that informs the development of the organization’s specific goals/objectives/strategies as well as decision making.
- **Vision** is an aspirational goal for which an organization should be striving to achieve longer-term.
- **Goals** are high level outcomes and results that support the organization’s vision. The goals typically take multiple years to achieve and informs and aligns the annual activities of an organization.
- **Objectives** are specific statements which describe the ways in which the goals will be achieved.
- **Strategies/Initiatives** are plans of action designed with measurable outcomes that support the achievement of a specific objective. Typically, strategies/initiatives are achievable within one year or less.
- **Metrics** are measurements that allow the assessment of the success of the strategies/initiatives as well as the longer term achievement of the objectives.
- **SWOT**: Strengths (internal origin); Weaknesses (internal origin); Opportunities (external origin); Threats (external origin)