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 department 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 and initiatives 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 department details).

UL Goal 2: Integrate resources, services and collections in courses, programs, online learning environments and elsewhere as appropriate (see Appendix A for department 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, 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 three 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.
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 and initiatives with internal and external audiences to further BGSU’s reputation and to generate revenue opportunities when possible (see Appendix A for department details).

- Continue discussions about partnership activities 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 and initiatives with internal and external audiences to further BGSU’s reputation and to generate revenue opportunities when possible (see Appendix A for department 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 open the Collab-Lab (Fall 2017) to establish and sustain a vibrant culture of collaboration, innovation, and entrepreneurship among BGSU faculty, staff and students.

BGSU Goal 5 - Build a campus and community that fosters, celebrates, and appreciates diversity and inclusion.

- Work with the UL Deans Advisory Council on Diversity and Inclusion to implement recommendations from the diversity plan.
• Create an ongoing library residency program and hire someone by July 1, 2017. This activity is in support of the UL’s membership in the ACRL Diversity Alliance.
• 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 Libraries 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
  - 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 / deck 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
Appendix A: UL Strategic Initiatives Summary 2015-2016

Acronym Descriptors
ACB-Archival Collections and Branches
Access-Access Services (Circulation)
Admin – Administrative Office
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
ML/BSSA-Music Library & Bill Schurk Sound Archives
NWORBD-Northwest Ohio Regional Book Depository

UL Goal 1: Actively engage stakeholders in relevant initiatives designed to support teaching, learning and research.
• (Access) Host a pop-up library station in the BTSU for 2 hours, 4 times per semester.
• (Admin) Develop and implement assessment activities designed to support teaching, learning and research activities of BGSU students, faculty and staff
• (Admin) Design activities to ensure consistent onboarding of new employees (new to the UL and for internal promotions)
• (BPCL) Promote the use of our graphic novels collection by participating in Will Eisner week in March 2017
• (CAC) Develop a protocol that address the needs of student organizations (both in mission and in scope): to both acquire and preserve, and make available, primary resources related to their history and development.
• (CATS) Conduct “E-resource of the month” marketing campaign.
• (CATS) Evaluate and develop LibGuide content related to scholarly communication and publishing to include more detailed information about the services UL offers, reflect changes in best practices, and communicate revisions in policies.
• (CATS) Investigate developing and presenting a metadata workshop for faculty and graduate students.
• (CATS) Evaluate high-cost local e-journal subscriptions for retention or cancellation
• (CATS) Implement a book lease or rental plan to provide leisure reading for library users.
• (CRC) Increase use of music education materials
• (LC) Successful launch and continued growth of the Falcon Learning Your Way (FLY) Program
• (LC) Increase the student attendance for MATH 1280 in the MATH & STATS Lab, as well as Supplemental Instruction (SI) over the course of the academic year.
• (LC) Work to implement the new Student Success Collaborative (SSC) for the tracking of student attendance, scheduling of appointments, reporting and overall use of our services.
• (LITS) Work with faculty and students in the STAC to support course integrated use of technology hardware equipment and software.
• (LITS) Work with ITS, Mike Ogawa, and the UL Admin office on establishment of the Collab-Lab
• (LITS) Determine how best to replace old Innovative Sierra hardware and move hardware out of existing ITS server room.
• (LTL) Grow LTL’s ability/capacity to provide credit-bearing courses to the University community through the addition of an LTL faculty position.
• (LTL) Increase our efforts to embed LTL faculty and our resources into learning and teaching environments as appropriate
• (ML/BSSA) Begin embedded librarian program in the College of Musical Arts; this should result in a weekly 2-hour shift where an ML/SRA staff member offers research service and accepts book returns in the CMA.
• (NWORBD) Withdraw 50,000 monographs as part of the BG/UT de-duplication project.
• (NWORBD) Increase the amount of available space in the module by 20,000 items through rearranging shelving.

UL Goal 2: Embed resources, services and collections in courses, programs, online learning environments and elsewhere as appropriate.
• (ACB) Create an integrated ACB website to market collections beyond typical constituent groups.
• (Access) Install a pull-up book drop bin in Parking Lot N
• (Admin) Work with employees from Student Athlete Services to integrate their offices and academic support initiatives within the Jerome Library
• (Admin) Work with the Vice President of Economic Development and others to create the Collab-Lab and a Technology Sandbox within the UL.
• (BPCL) Create a digital display using our political pin back button collections.
• (CAC) Plan one professional development seminar for local school teachers and academic coaches—Fall 2016.
• (CATS) Conduct “E-resource of the month” marketing campaign.
• (CATS) Evaluate and develop LibGuide content related to scholarly communication and publishing to include more detailed information about the services UL offers, reflect changes in best practices, and communicate revisions in policies.
• (CATS) Evaluate high-cost local e-journal subscriptions for retention or cancellation
• (CRC) Target the population of students who are parents and increase awareness of our services and collections. Students who are not education majors may not be aware the CRC resources are available for them to use.
• (LITS) Collaborate with ITS & WBGU to find a suitable campus resource for the storage and retrieval of digital audio and video files.
• (LTL) Pursue opportunities to further LTL’s cooperative relationship with the Learning Commons.
• (LTL) Increase our efforts to embed LTL faculty and our resources into learning and teaching environments as appropriate.
• (ML/BSSA) Implement Avalon for streaming audio/video reserves.

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.
• (ACB) Hold focus groups to ascertain user needs as they relate to special collections.
• (ACB) Exhibit ACB materials more extensively and effectively. Create an ACB Exhibits Committee.
• (Access) Add popular fiction titles in non-English languages to Kindles.
• (Admin) Develop and implement events that promote the UL collections (some that provide revenue opportunities).
• (Admin) Plan for the 50th anniversary of the Jerome facility.
• (Admin) Work with the Leadership Council and the Development Office to create fundraising strategies for the campaign.
• (BPCL) We recently acquired and processed a fanzine collection. We wish to use this collection to promote our broader zine collection.
• (CAC) Commence reformatting project of the University Master Theses from 1939-1979 for both preservation and access purposes. All University Master Theses from 1936-1979 will be converted to an accessible format.
• (CAC) Develop plan to facilitate successful transition of duties related to the Historical Collections of the Great Lakes following Bob Graham’s retirement.
• (CAC) Implement plan to catalog University Archives Serials Collection to improve discoverability of these materials.
• (CAC) Develop a protocol that address the needs of student organizations (both in mission and in scope): to both acquire and preserve, and make available, primary resources related to their history and development.
• (CAC) Review all CAC collections, in particular UA and Northwest Ohio holdings with view to potential deaccessions / condensations, and reallocation of space on 5th and 6th floors.
• (CAC) Continue to add metadata for already digitized films of Historical Collections of the Great Lakes materials.
• (CATS) Investigate developing and presenting a metadata workshop for faculty and graduate students.
• (CATS) Implement a book lease or rental plan to provide leisure reading for library users.
• (CRC) Promote the books in CRC from the Buckeye Book Awards; plan an interactive event where BGSU students write reviews of the books; highlight lesson plans that use the book for teaching in the classroom; hold an event when they announce the winners.
• (ML/BSSA) Join the Sheet Music Consortium and begin depositing already scanned scores and metadata.
• (ML/BSSA) Create brief records for filk (folk parody) recordings.
• (ML/BSSA) Plan for Bill Schurk’s retirement to aim for the smoothest transition possible.
• (ML/BSSA) Outsource scanning of CMA programs.
• (NWORBD) Continue cataloging the currently uncatalogued 10”, 78 rpm records, which number approximately 193,000 at this time.
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)