

Clemson University Libraries: Redefining the Future

Strategic Plan: 2000-2004

Library Vision

The Clemson University Libraries will be a national leader in providing access to information and in educating individuals for effective life-long learning.

Library Mission

The Mission of the University Libraries is to support Clemson University in fulfilling its teaching, research and public service goals including educating individuals for effective life-long learning. The Libraries are to identify, acquire, preserve, organize and disseminate information from a variety of sources and locations with priority being given to supporting the undergraduate and graduate curricula. As part of a land-grant university, the Libraries will make their resources and many of their services available to all, particularly the residents of South Carolina.

The Plan

As the primary measure of success, Clemson University Libraries will focus on meeting the user's needs. Success will be defined as providing the information, services, and facilities for the University to do its job of research, service, and teaching (including lifelong learning) in the most efficient and effective manner possible. Traditional quantitative measures, especially those dealing with size of collection, will not be the sole standard we use to measure the achievement of the Libraries' goals. While we are declaring our independence from the traditional ways of measuring the strength and value of academic libraries, we must also declare our interdependence on collaborative partnerships with other research libraries to ensure that our users have the greatest possible access to the information they need.

During 2000-2001, the Libraries will collaborate with the University Assessment Committee on a special project to determine the items which need to be measured, what types of measurements will be used, and how to work with the results of those measurements. Below are some illustrative types of assessment activity that may be recommended by the joint effort.

- I. Evaluate the Libraries' success in providing the access to information needed by the Clemson University community.
 1. Use a variety of information-gathering techniques to determine if our users are accessing the resources they need. Projected Costs: Internal
 - A. Identify our constituents
 - B. Determine information-gathering methods to use
 2. Make the resulting data available to the Clemson University community via a Web page. Projected Costs: Internal
 3. From the data, identify where improvements can be made, and put into practice all those that can be implemented with funding available. Projected Cost: Internal

The Libraries will actively seek collaborative partners and be proactive in the initiation of collaborative programs. Further, the Libraries will annually evaluate the success of its collaborative efforts.

- I. Take advantage of opportunities as they present themselves to increase cooperation and collaboration with other information providers, attempting to add at least one new collaborative venture each year.
 1. Be proactive with every group the Libraries are associated with, by taking leadership in the creation of collaborative efforts within the group.
 - A. During 2000-2001 provide the leadership with South Carolina academic libraries to acquire, on a consortial basis, access to all of the Elsevier Science journals in electronic form. Projected Cost: \$55,000 annually
 - B. During 2000-2001 join with a number of ASERL (Association of Southeastern Research Libraries) libraries to expand our users' access to the collective resources of other ASERL libraries. Projected Cost: \$70,000 (2000-2001), \$30,000 annually thereafter
 - C. During 2001-2002 work with the appropriate consortia to provide access to the IDEAL product, expanding access to Academic Press journals. Projected Cost: \$60,000 annually - estimated
 2. Identify resources that are both needed and that can be best acquired cooperatively with other libraries.
- II. Evaluate the success of collaborative efforts with other libraries and companies.
 1. Each year work with collaborators to establish target goals for the joint effort agreed upon. Projected Cost: Internal

2. Each year evaluate the degree of meeting those target goals and work with collaborators to improve the effort where necessary. Projected Cost: Internal

We will provide information resources and services to our users when they need them with a heavy emphasis on providing information electronically to the user's desktop.

- I. As rapidly as practical from both use and cost perspective, convert our existing journal subscriptions from print to electronic format.
 1. Review current titles for which we are receiving journals in both formats and determine which ones can be acquired only in electronic format.
 2. Identify current subscriptions available electronically but not received in that format by Clemson University Libraries and convert as appropriate.
- II. Expand our subscriptions to journals (especially in electronic form) to provide greater access for students, staff and faculty. Projected Costs: \$40,000 (2000-2001), \$50,000 (2001-2002), \$75,000 (2002-2003), \$75,000 (2003-2004).
- III. Implement the "utility" concept for maintaining subscriptions.
 1. During 2000-2001 add \$250,000 to maintain existing subscriptions.
 2. During 2001-2002 and following years, automatically add recurring funds equivalent to the percentage increase cost estimated by the primary three subscription firms to the Libraries' subscription budget and the estimated increase, if any, of document delivery services used by the Libraries.
 3. In 2002-2003 and every three years thereafter, the Information Access Group of the Library will work with the reference liaisons and the faculties of the various colleges and departments to review the subscription list to determine if titles should be deleted and others added.
- IV. Increase our collections for most immediate access by our users and to provide value to our collaborative partners.
 1. Expand our holdings of monographs with particular emphasis on undergraduate disciplines that rely heavily upon this form of publication. Projected Costs: \$300,000 new additional annually until a recurring budget of \$1,000,000 annually is available for monographic purchases.
 2. In 2000-2001, Clemson should join the Center for Research Libraries as an Associate Member. Project Cost: \$15,000 annually

- V. We will develop services and systems to increase access to information.
1. Add toll-free telephone number to increase service to remote users during 2000-2001. Projected Costs: \$2,000 annually
 2. During 2001-2002 we will collaborate with other libraries to provide our users access to an interactive online reference service 24/7. Projected Costs: \$10,000 annually
 3. We will continue to acquire more reference resources in electronic form and available from any location. Projected Costs: See Below
 4. We will increase the number of assistive devices and services to allow disabled users greater access to collections and information during 2001-2002. Projected Costs: \$5,000
 5. We will expand services to external constituent groups such as alumni, distance education students, and faculty and extension offices. Projected Costs: \$10,000 (2001-2002). During 2000-2001 we will institute delivery services to the University Center in Greenville on a “as needed” basis. In 2002-2004 additional funds will be added on a recurring basis of \$2500 each for the two fiscal years to continue to expand this effort.
- VI. Evaluate, purchase and implement existing technologies to improve the services provided by the Libraries.
1. In 2000-2001, purchase the ILLIAD interlibrary loan system to improve the ILL process. Projected cost: \$20,000.
 2. In 2000-2001, purchase the Baker & Taylor Title Source II online database for the ordering section of the Acquisitions Unit to expedite and improve the current ordering procedures. This purchase will depend upon the successful merger of the Baker & Taylor and Yankee ordering operations. Projected cost: \$2500.
 3. In 2000-2001, modify and implement FULOAD program to accept MARCIVE loads in place of GTO.
 4. In 2000-2001, incorporate wireless technology into cataloging and database maintenance operations to expedite various functions.
 5. In 2000-2001, investigate new technologies for improving enhancements of online bibliographic records for multimedia.
 6. In 2000-2001, enrich bibliographic and holdings records with hyperlink capabilities in preparation for the Web catalog.
 7. In 2000-2001 begin the replacement of analog microform reader/printers with digital microform reader/printers. Projected Costs: \$25,000 for each of four years to allow for the replacement of eight analog reader-printers.
 8. During 2001-2002 acquire two self-checkout stations, one for Cooper and one for Gunnin Libraries. Projected Costs: \$50,000
 9. During 2001-2002 acquire two oversize photocopiers, one for Cooper and one for Gunnin Libraries. Projected Costs: \$9,000

10. In 2001-2002 investigate and purchase a system for managing and accessing images over the Internet. Begin digitization of items in slide collection. Projected Costs: \$25,000 (initial, 2001-2002), \$7,000 (recurring).”
- VII. Expand the number and variety of electronic databases available and make them accessible remotely. Concentrate on providing access to the databases historically receiving heavy use on the Dialog DIY system.
1. Add subscription to SciFinder during 2000-2001. Projected Costs: \$27,000
 2. Implement a proxy server during 2000-2001 to allow remote access to at least 90% of our electronic resources. Projected Costs: \$5,000
 3. Add subscription to BIOSIS and other major databases during 2001-2002. Projected Cost: \$75,000
 4. Add subscription to other major databases during 2002-2004. Projected Costs: \$100,000 annually.
- VIII. Partner with the Graduate School to provide the storage and access to theses and dissertations submitted electronically.
1. Set up the hardware and software necessary to provide access via the WWW to Clemson electronic theses and dissertations. Projected Costs: \$65,000 during 2001-2002, \$25,000 annually thereafter.
 2. Revise the cataloging process to deal with the submission of theses and dissertations in electronic format. Projected Costs: Internal
- IX. Introduce and evaluate the provision of books in electronic format.
1. Provide an assortment of titles on eBooks during 2000-2001. Projected Cost: \$2,000
 - A. Survey users immediately after use to sample reader opinions.
 2. Join the ASERL purchase of a collection of electronic books from NetLibrary. Projected Cost: \$16,000 for 2000-2001.
 - A. Include questions regarding use of electronic books in library assessment tools to determine user opinion.
 3. Expand access to electronic books in 2001-2004. Projected Cost: \$17,000
 - A. Increase number of titles available via eBooks platforms.
 - B. Participate in any expansion of the ASERL collection from NetLibrary.
 - C. Selectively add books from NetLibrary outside of the ASERL purchase; especially consider purchasing e-books for reserve materials and coordinate access to them via CLE.
 4. Regularly survey users on electronic book preferences.

- X. Within the Libraries, provide up-to-date workstations and Internet connections for library staff and library users.
 - 1. Establish a replacement program to renew the workstations at least every three years.
 - A. Begin to replace the current staff machines (which were put in service in 1998) during 2000-2001. Projected Cost: \$80,000
 - B. Complete the replacement of staff machines in 2001-2002. Projected Costs: \$30,000
 - C. Use the replaced staff machines to replace the public machines that were put into service in 1996.
 - D. Follow the same procedure for the replacement of machines in 2002-2004. Projected Costs: \$140,000
 - 2. Establish a wireless network within Cooper Library during 2000-2001 and provide a check-out service for laptop computers with wireless antennas. Projected Cost: \$12,000 for each of the next four years for purchase of laptops.

- XI. Review, select, purchase and implement a new state-of-the-art library computer system to replace the current NOTIS system by the end of 2002-2003.
 - 1. During 2001-2002, review the existing systems, prepare and submit a RFP for a new system, select and purchase the system. Projected Costs: \$1.2 million.
 - 2. During 2002-2003, implement the new system. Projected Costs: \$50,000

- XII. Provide library facilities on a 24-hour basis.
 - 1. During 2000-2001, open the Gunnin Architecture Library continuously from Sunday afternoon until Friday afternoon. Projected Costs: \$13,000
 - 2. When Cooper Library is renovated consideration should be given to designing a space for 24-hour use in that facility. Projected Costs: \$25,000

- XIII. Improve access to resources held in Special Collections.
 - 1. During 2001-2003 period, organize and protect all of photographs, negatives and other photograph resources documenting the University's history. Projected Costs: \$50,000 a year for two years.
 - 2. Provide for the receiving of material from Senator Thurmond's offices upon his retirement or death. This includes transporting the materials from Washington, DC to Clemson and storage while awaiting processing. Projected Costs: \$10,000 in 2002-2003.

Make the Libraries, especially Cooper Library, the academic center of the campus for collaboration.

The concept for the physical space for library services is to retain Cooper Library at its current size, but to totally renovate it so that it will more effectively serve as the center for information access and academic collaboration on campus. Total renovation of Cooper Library and an expandable remote storage facility to house little used materials will be required.

- I. To provide greater space for user collaboration, remove at least 25% of the Libraries' printed resources to other locations.
 1. During 2001-2002, establish a remote storage facility for little-used materials and to house the University's Records Management Program. Projected Costs: \$1.5 million
 2. During 2000-2001, complete a weeding program to discard materials that are no longer of value to the Libraries.
 3. During 2000-2001, identify and relocate approximately 30,000 little-used materials to the USC remote storage facility until a Clemson facility can be acquired or built. Clemson items duplicating those already in storage by USC will be weeded instead of stored. Projected Costs: \$17,000 annually
 4. Once a Clemson remote storage facility is acquired, begin the systematic relocation of other little-used materials to the new facility. As a part of the selection process, collaborate with other members of the ASERL-VEL so not to store duplicates of the same titles.
- II. During 2000-2001, work with the campus planners to prepare for the long-term renovation of Cooper library.
 1. Work with campus planners to arrange for a consultant to review the concept of retaining Cooper at its present size and relocating little-used materials to a remote storage facility.
 2. Assure that renovation of Cooper Library is prominent in the campus plan.
 3. Determine the impact of having a remote storage facility on the other library facilities such as Gunnin Architectural Library and Special Collections in the Strom Thurmond Institute Building.
- III. During 2001-2002, initiate a building plan for the renovation of Cooper Library.
 1. Provide a concept of how Cooper Library will be organized.
 2. Identify the various functions that should take place in Cooper and the space requirements for them.
 3. Determine the interrelationships of functional spaces.
- IV. By 2003-2004 secure funding to completely renovate Cooper Library and to expand Gunnin Library in Lee Hall.

- V. During 2000-2001, relocate two of the three current external book drops to allow users to “drive up” and deposit books in the return.

- VI. Relocate book return currently next to the 3rd level exit on the west side to the median in the west parking lot. Projected costs: \$1,000
Relocate the return currently in Byrnes Hall to the median in the east parking lot. Projected Costs: \$1,000

- VII. Until the total renovation of Cooper can take place, make improvements within the current restraints of the existing building.
 - 1. Continue the plan for replacing the carpet in Cooper Library, completing all levels by 2003.
 - 2. Replace the roof as scheduled in 2000-2001.
 - 3. Begin retrofitting of the various HVAC systems within Cooper Library, completing the project by 2004.
 - 4. In cooperation with ARAMARK, establish a “Cyber Café” on the fifth level of the Libraries during 2000-2001.
 - 5. Distribute most of the computers currently housed in the fifth level DCIT computer lab to larger worktables around the fifth level to provide users more space around the computers.
 - 6. Provide wireless internet access in all parts of the Libraries, starting with the fifth level in 2000-2001.
 - 7. During 2001-2002, establish a facility to assist students and faculty in the creation of presentations and papers. Projected Costs: \$70,000
 - 8. During 2000-2001, improve the working space for Records Management staff by adding offices with HVAC in Barre Hall. Projected Costs: \$65,000
 - 9. During 2000-2001, reupholster the lounge furniture throughout Cooper Library.
 - 10. During 2001-2002, renovate the meeting rooms, conference room and study rooms.
 - 11. During 2001-2002, determine the future of the Byrnes and Brown rooms.
 - 12. During 2001-2002, install a PA system in Cooper Library.
 - 13. During 2001-2002, refurbish or replace the public service desks in Cooper to include sections for disabled. Projected Costs: \$30,000
 - 14. During 2001-2002, relocate the RSCS offices to a more suitable location. Projected Costs: \$40,000.
 - 15. During 2001-2002, work with the Office of Disabled Services to improve the physical access to Cooper Library.
 - A. Investigate the feasibility of an adjoining outside elevator.
 - 16. Acquire workstation furniture to accommodate users in wheelchairs.

Staff the Libraries appropriately for the new mission of the Libraries.

In addition to having the appropriate number of staff (both classified and unclassified) with the appropriate skills, it is critical to the concept of a broader mission for the Libraries that staff must have a commitment to expanding the role and services of the Libraries. The Libraries have a strong commitment to supporting the staff in their efforts to achieve the Libraries' goals. The Libraries have a long history of exceptional service; that strength needs to be enhanced even further.

- I. Include staff in the planning, implementation and evaluation of the Libraries' Business Plan.
- II. Identify additional staffing needs (both classified and unclassified) and priorities during 2000-2001:
 1. Hire Human Resources Manager and set priorities related to staff issues in the changing library environment (such as improved communication and implementation of a more formalized system of training).
 2. Determine the type of staff needed and competencies required.
- III. In 2000-2001, work internally and externally to develop opportunities for staff training and development:
 1. Within the Libraries, plan and conduct training sessions for staff before implementation of new services and resources occurs. Increase development opportunities such as mentoring and cross training.
 2. Provide opportunities for staff training and development using the services of SOLINET, SCLA and other organizations.
 - A. Establish a budget to be allocated by classified staff group. Projected Costs: \$10,000
 3. Participate with the ASERL – VEL group to enhance training opportunities for staff.
 - A. During 2000-2001, work with other directors/deans of the participating libraries to urge the establishment of cooperative training committee to facilitate group training.
- IV. As more and more of the library staff's tasks are performed electronically, investigate the feasibility of remote work sites and/or telecommuting.
 1. During 2001-2002, establish a study group to investigate the issues involved and the recommendations regarding use of telecommuting by staff.

- V. During 2000-2001, determine if outsourcing of some functions can be accomplished economically and efficiently.
- VI. During 2001-2002, do an updated job analysis of classified and unclassified positions in the Libraries and prepare a complete market analysis of compensation for both.
- VII. During 2001-2002, continue efforts to ease salary compression. Projected Costs: \$40,000
- VIII. During 2000-2001, develop appropriate performance measures for employee evaluation that reflect the Libraries' new goals and resulting job changes. Include reward and recognition for employee development efforts and service to the Libraries and to the University.
- IX. During 2000-2001, as part of a plan for improved communication with library staff, schedule sessions to seek input on the impact of the changing environment on staff needs. Other new or improved channels of communication within the Libraries will be discussed and developed.

Increase library funding from all sources to supply the funds necessary to meet the above goals.

- I. Annually develop a list of major resources needed with costs.
 - 1. Calculate the size of endowment for each needed resource.
 - 2. Prioritize the major resources needed.
 - 3. Provide College development officers with funding requirements to support their College's information needs with costs and endowment size.
- II. Annually develop a plan for the Libraries for budget allocation and implementation.
 - 1. Identify new products, services and systems needed annually and forecast for the next three years.
 - 2. Give specific costs for each new initiative including the type (recurring or one-time) of funding needed.

- III. Implement a three-level support plan
 - 1. Seek a major corporate sponsor --\$10 million
 - 2. Seek several major gifts/grants from major foundations, government sources, individuals and naming opportunities
 - 3. Continue and expand annual giving campaigns
 - A. Library Friends mailers
 - B. Library Laurels mailers

- IV. In 2001-2002, employ a full-time library development officer. Projected Cost: \$40,000

- V. During 2000-2001 establish a part-time public relations position.
 - 1. Use the position to develop materials for promotion of the Libraries.
 - 2. The position, with other volunteer staff, will do advance planning for the Libraries' participation in campus events.
 - 3. The position will maintain contact with University News Services to encourage dissemination of information about the Libraries to the campus as well as general public.

- VI. With the University Administration, seek other sources of funding on campus.
 - 1. Bookstore payments to the University.
 - 2. An increase in the ticket prices for campus events with the additional revenue dedicated to funding the Libraries.