Milner Library 2021-2026 Strategic Plan

Milner Library strives to be central to the teaching, learning, and research excellence of the Illinois State University (ISU) community through our resources, facilities, services, and personnel. The 2021-2026 Milner Library Strategic Plan will guide the library over the next five years in tandem with the Educate · Connect · Elevate ISU strategic plan. The library plan is necessarily broad in scope but consists of specific action steps to ensure it is viable and actionable. Milner Library will take into consideration financial, personnel, and facility changes, especially amid uncertain times, by being accountable and efficient in bringing the plan to fruition. The strategic plan consists of objectives that can be impacted by outside forces as well as decisions made by internal constituents. As such, the library expects to review the plan systematically for relevance and be prepared to adapt based on unforeseen needs.

Strategic Direction #1: Facilitate academic excellence by enriching campus learning and teaching.

Objectives with Action Steps

A. Prepare for new or changing academic programs (e.g. College of Engineering or fully online offerings).
    i. Research, plan for, acquire, provide access to, and make discoverable resources needed for new and changing programs.
    ii. Create a staffing plan to meet the evolving needs for new, existing, and changing programs.
    iii. Collaboratively engage with colleges to address the informational and instructional needs of new or changing programs.
B. Embed information fluency across curricula to expand the support of student learning at all levels.
    i. Develop discipline-focused tiered learning outcomes for information fluency that connect with program review.
    ii. Expand library programming for students, faculty, and staff to engage with information fluency that supports lifelong learning.
    iii. Reinforce curricular high-impact practices (e.g., first-year seminars, common intellectual experiences, experiential learning)
C. Expand our investment in professional development for all employees specifically in support of this strategic plan.
    i. Update professional development policy to ensure equity regarding opportunities afforded to all employment classifications.
D. Increase capacity to support online and distance education programs.
    i. Invest in collections, resources, technology, and support to ensure comparable access.
E. Grow support for instructor use of affordable and open educational resources (A&OER).

      i. Maximize textbook affordability through promotion of open educational resources and library materials (e-books, databases) and services (e-reserves).

      ii. Investigate possibility of incentive program for faculty to adopt, adapt, and author OERs.

      iii. Establish library working group dedicated to advancing campus awareness and use of A&OER resources

Strategic Direction #2: Create a more diverse, equitable, and inclusive library system that welcomes all members of the campus community.

Objectives with Action Steps

A. Promote, proactively fund, and strongly encourage opportunities for all Milner employees to continually develop and build on their engagement with Diversity, Equity, and Inclusion (DEI) topics.
   i. Integrate DEI into Milner's Department Faculty Status Committee (DFSC) criteria to be part of promotion and tenure process.
   ii. Develop strategies to remove barriers and increase participation by all library staff in DEI learning opportunities.

B. Deconstruct systems in the Milner Library culture that result in unequitable practices and rebuild an environment that encourages DEI for marginalized communities.
   i. Create and publicize DEI plan(s) for Milner Library.
   ii. Review and update library policies as related to patron interaction.
   iii. Support the continued development of the Milner Inclusion, Diversity, Equity, and Access (IDEA) Committee.

C. Ensure DEI requirements are integrated in recruitment, hiring and retention processes.
   i. Update recommended hiring procedures for search committees to follow that will help attract diverse candidate pools and increase recruitment of employees from marginalized communities.
   ii. Strive to retain employees from marginalized communities by creating a responsive library environment.
   iii. Provide a support framework for new hires to integrate into the community and find resources they need to thrive.

D. Implement collection development strategies that value DEI.
   i. Provide DEI training to subject librarians in the review, acquisition, and disposition of resources.
   ii. Review collections across subject areas to enhance inclusivity of content.
   iii. Highlight and seek out underrepresented voices in cultural heritage and primary source materials as well as alternative formats.
   iv. Continue updating Milner's cataloging procedures to ensure voices of underrepresented communities are accessible and identifiable.

Strategic Directions #3: Enhance physical and virtual environments for research, teaching, and innovation.

Objectives with Action Steps

A. Work with campus to foster spaces for collaborative research, teaching, innovation, and other learning activities.
    i. Begin developing spaces for Priority Goals #1 (e.g. Academic Success Center), #1.5 (e.g. International Student Salon), and #2 (e.g. Digital Scholarship Center) in the Milner Library Master Plan in consultation with campus partners.
    ii. Create an implementation strategy with campus partners for integrating a faculty success center into Milner.
    iii. Improve collection and educational spaces for Special Collections.
    iv. Advance new/improved collection and educational spaces for Archives.
B. Increase private financial support.
    i. Foster and implement advancement goals that connect to ISU Master Plan, Milner Master Plan, and Capital Budget Request List.
C. Improve accessibility and user experience in both physical and virtual spaces.
    i. Continue to investigate and expand efforts to ensure a comprehensive user-centric experience informed by universal design for spaces, services, and environments.
    ii. Identify new opportunities to ensure accessibility of Milner resources, materials, and physical spaces.
D. Create a formal plan with other colleges that establishes Milner as the central resource for broad-use technology for all students.
    i. Initiate and lead discussions with campus partners about Milner Library investing in and serving as the central resource for broad technology access.
    ii. Identify trends in campus technology needs and tap existing technology specializations to inform and grow Milner's needed and desired technologies.
E. Maintain and enhance physical spaces for the well-being of collections and staff.
    i. Review and regularly update disaster plans.
    ii. Continue to foster the relationship with Environmental Health and Safety to address impending vulnerabilities in environment.
    iii. Finance education on disaster planning.

Strategic Direction #4: Enhance strategic partnerships to increase engagement with campus and the community.

Objectives with Action Steps

A. Establish a plan to identify areas and develop priorities for creating, growing, or reinvesting in collaborations with campus partners.
    i. Partner with Center for Civic Engagement to create service-learning opportunities.
    ii. Foster relationships built on reciprocity to connect with the University and library's expanding DEI efforts.

  iii. Collaborate with campus and community partners on exhibits and other programming.
B. Communicate proactively and consistently internally and externally about library services and collaborative efforts across campus.
  i. Collaborate across library departments to support new and evolving initiatives.
  ii. Promote and provide outreach to cultural heritage collections and services to foster engagement with primary sources and the historical record.
C. Increase the library's role in recruitment and pre-entry for students.
  i. Partner with Admissions to offer Milner support for the recruitment process.
  ii. Pursue and create official partnerships with every college's advisor office and general advisors for incoming students.

Strategic Direction #5: Promote student success via engagement, programming, resources, and support services through a holistic lens.

Objectives with Action Steps

A. Invest in student success by providing experiences to prepare students for their professional lives.
  i. Provide paid internships or work-study opportunities in Milner for student engagement and learning experiences.
  ii. Cultivate and mentor members of Milner's student workforce who wish to explore a career in libraries.
B. Develop processes and partnerships to reach students who need enhanced academic support to ensure success and retention.
  i. Partner with University College, Student Affairs, and Advising to support and grow Milner's involvement in student retention.
  ii. Share library data with campus partners via a Student Success Dashboard to identify and engage with students.
  iii. Engage in more proactive librarianship practices to support student success.
C. Identify opportunities to gain student feedback and raise awareness about how library services can contribute to positive outcomes.
  i. Develop a library definition of student success to articulate and distinguish the library's role in supporting students.
  ii. Identify key indicator data on how students engage with the library that impacts student success.
D. Create opportunities to enhance holistic student experience in the library.
  i. Make the library a hub for programming and activities that appeal to students.
  ii. Ensure broad access to technologies that enable creation, visualization, and manipulation of digital information.
  iii. Support and grow students' knowledge of global cultures and cross-cultural competencies via programming and services.

Strategic Direction #6: Grow university success through initiatives to enhance scholarly and creative productivity.

Objectives with Action Steps

A. Increase support for scholarship and research.
   i. Increase grant writing support for faculty, staff, and graduate students.
   ii. Explore expansion of open access publishing support (OA monographs, OERs, hosted journals).
   iii. Expand existing partnerships to provide events and workshops in service of faculty, staff, and student research success.
B. Expand scholarly communication efforts.
   i. Provide educational opportunities on scholarly communication topics, tools, and resources.
   ii. Explore opportunities for advancing open access to research, such as Read and Publish agreements.
   iii. Grow and promote the institutional repository.
   iv. Negotiate with vendors to arrive at sustainable pricing for e-resources.
C. Formalize the library's support for digital scholarship, including digital humanities.
   i. Provide educational opportunities on digital scholarship topics, tools, and resources.
   ii. Develop and fund strategies to support digital scholarship.

Approved by Milner Library Council on April 9th, 2021
Approved by Vice President of Academic Affairs and Provost Tarhule on April 20, 2021