

# Dulaney-Browne Library

## Strategic and Tactical Plan

### **University Vision:**

Oklahoma City University, a private, church-related institution, aspires to be a premier university for the liberal arts and the professions, with respect to:

- Academic excellence that cultivates character,
- Student success and welfare,
- Personalized education that encourages service, leadership, and spiritual growth,
- Local community and economic development, including the use of global relationships, and
- Cultural leadership in our community and state.

### **University Mission:**

Oklahoma City University embraces the United Methodist tradition of scholarship and service and welcomes all faiths in a culturally rich community dedicated to student success. Men and women pursue academic excellence through a rigorous curriculum focused on students' intellectual, moral, and spiritual development to prepare them to become effective leaders in service to their communities.

### **Dulaney-Browne Library Vision:**

The Dulaney-Browne Library aspires to develop information literate students, faculty and staff through outstanding resources and programs that support the teaching, research, and service commitments of the university.

### **Dulaney-Browne Library Mission:**

The Dulaney-Browne Library facilitates the pursuit of knowledge, teaches information literacy, and supports the academic, intellectual, and spiritual research needs of the university and broader community by providing information resources and instruction in their use for the university and broader community. The library provides resources and services by cooperating with other libraries, purchasing books and other materials representing a broad range of views, providing specialized leased information sources available through the Internet, providing preservation and access to various archival and special collections, providing resources through cooperative agreements with other organizations, and providing space and programming for interdisciplinary activities related to information use.

### **Strategic Initiatives:**

- I. Provide outstanding library resources and instruction to support the educational experience and encourage servant leadership, personal responsibility, and spiritual growth.
- II. Cultivate a welcoming, inclusive, culturally rich and diverse, safe library environment.
- III. Support committed service learning for social and ecological responsibility at local, national, and international levels.
- IV. Increase the University's visibility and financial strength.
- V. Encourage a planning culture, including systematic and empirically grounded assessment, to foster and reward excellence among faculty, administrators, and staff and to improve student learning and library service.

### **Summary of Tactical Objectives:**

- I. Provide outstanding library resources and instruction to support the educational experience and encourage servant leadership, personal responsibility, and spiritual growth.
  - I.1 Recruit and retain superior library faculty and staff.
  - I.2 (Reduce dependency on, and improve development of, adjunct faculty.)
  - I.3 Promote an interdisciplinary learning and social environment in the library.
  - I.4 (Establish preeminence and quality in nontraditional adult education programs.)
  - I.5 (Provide service learning opportunities throughout the curriculum.)
  - I.6 (Construct a new science building.)
  - I.7 (Develop and promote the premier science programs as center of excellence.)
  - I.8 Promote information literacy in the teaching and learning environment.
    - I.8.A Assure that OCU graduates possess the information literacy skills needed to succeed in work, graduate education, and life.
    - I.8.B Encourage the integration of information literacy into appropriate OCU courses and provide support for information literacy education.
    - I.8.C Provide information resources to meet the curricular needs of students and faculty.
    - I.8.D Develop a collection development plan through consultation among librarians and classroom faculty.
  - I.9 (Construct a law library and office building.)
  - I.10 Provide outstanding library services and facilities.
  
- II. Cultivate a welcoming, inclusive, culturally rich and diverse, safe library environment.
  - II.1 Enhance diversity of the library faculty, staff, and executive advisory board.
  - II.2 (Provide a safe campus environment.)
  
- III. Support committed service learning for social and ecological responsibility at local, national, and international levels.
  - III.1 (Enhance the campus community appreciation of the arts and attendance at cultural activities.)
  - III.2 Continue to strengthen the relationship between the University and the United Methodist Church through support for the archives of the Oklahoma Conference of the United Methodist Church, the Oklahoma Indian Missionary Conference of the United Methodist Church, library collections and services for students and faculty of the Saint Paul School of Theology at OCU, and clergy library services.
  - III.3 (Design, fund, and construct a performing arts center.)
  - III.4 Benefit the community through direct library services and cooperation with other libraries.
  - III.5 Support university sustainability efforts.
  
- IV. Increase the University's visibility and financial strength.
  - IV.1 Provide library support to increase graduate enrollment and academic quality.
  - IV.2 (Increase the number of students receiving external scholarships.)
  - IV.3 (Increase the endowment of the university, including endowment scholarship.)
  - IV.4 Increase external giving and grants to the library.
  - IV.5.A Improve library faculty development.
  - IV.5.B Collaborate with CETL and CTS and others to provide opportunities for university faculty development.
  - IV.6 Improve library faculty scholarship, including external grants.

- IV.7 (Develop and implement a domestic and international undergraduate recruitment plan designed to increase quantity of students.)
  - IV.8 (Recruit superior students.)
  - IV.9 Support student retention by providing outstanding library service to all academic programs.
  - IV.10 (Increase public awareness and the number of community residents attending University arts performances, exhibitions, and lectures.)
  - IV.11 (Build closer relationships between the University arts community and national and international arts communities.)
  - IV.12 (Continue to enhance an integrated marketing communications plan.)
  - IV.13 (Improve government relations and devise a strategy for obtaining increased state and federal legislative support for private universities and students seeking to attend private universities.)
- V. Encourage a planning culture, including systematic and empirically grounded assessment, to foster and reward excellence among faculty, administrators, and staff and to improve student learning and library service.
- V.1 Conduct research on institutional effectiveness to inform our strategic planning process.
  - V.2 Support efforts to improve university's peer ranking.
  - V.3 (Design and maintain a comprehensive, multi-year compensation and benefits plan to render the University increasingly competitive in attracting and retaining faculty, administrators, and staff.)
  - V.4 Update peer and benchmarking comparisons to inform our strategic planning process.
  - V.5 Evaluate and strengthen the general education curriculum and all degree programs.

**Performance Measures:**

**I.1 Recruit and retain superior library faculty and staff.**

Performance Measure	All faculty and staff possess the academic and experience qualifications listed in the faculty handbook or job description requirements.
Baseline	January 2011: All faculty meet requirements, 2 staff members lack academic qualifications expected of newly hired staff.
Current Status	
Target	all faculty and staff meet requirements
Due Date	2018
Oversight Responsibility	Library Director
Performance Responsibility	Library search committees & hiring managers

I.3 Promote an interdisciplinary learning and social environment in the library.

Performance Measure	Provide and promote at least 2 interdisciplinary events in the library each year.
Baseline	FY 2009-2010: 2 events (OCU Reads, new faculty orientation)
Current Status	
Target	2 or more events
Due Date	Annual beginning in FY 2010-2011
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty, circulation technician, in collaboration with others on campus

Performance Measure	Complete renovation of 3 <sup>rd</sup> through 5 <sup>th</sup> floors and continue to include improved spaces for interdisciplinary interaction.
Baseline	October 2007: 1970 building with few updates
Current Status	January 2011: 1 <sup>st</sup> and 2 <sup>nd</sup> floors complete, 5 <sup>th</sup> floor underway
Target	Complete renovation of all floors
Due Date	
Oversight Responsibility	Library Director
Performance Responsibility	OCU Facilities Department, Chief Financial Officer

I.8.A Assure that OCU graduates possess the information literacy skills needed to succeed in work, graduate education, and life.

Performance Measure	Exceed national mean frequency of students reporting asking for help in the library on CSEQ.
Baseline	2006 OCU mean: 1.73
Current Status	2009 OCU mean 1.71
Target	National norm (2.03 in 2009)
Due Date	2015
Oversight Responsibility	Library Faculty
Performance Responsibility	OCU faculty and students

Performance Measure	Exceed national mean frequency of students reporting using a database on CSEQ.
Baseline	2006 OCU mean: 1.97
Current Status	2009 OCU mean 2.10
Target	National norm (2.63 in 2009)
Due Date	2015
Oversight Responsibility	Library Faculty
Performance Responsibility	OCU faculty and students

Performance Measure	Exceed national mean frequency of students reporting that they have written a bibliography on CSEQ.
Baseline	2006 OCU mean: 2.03
Current Status	2009 OCU mean 2.25
Target	National norm (2.43 in 2009)
Due Date	2015
Oversight Responsibility	Library Faculty
Performance Responsibility	OCU faculty and students

Performance Measure	Exceed national mean frequency of students reporting that they have made a quality judgment about information on CSEQ.
Baseline	2006 OCU mean: 2.01
Current Status	2009 OCU mean 2.18
Target	National norm (2.25 in 2009)
Due Date	2015
Oversight Responsibility	Library Faculty
Performance Responsibility	OCU faculty and students

Performance Measure	Increase the interlibrary loan borrowing rate by at least 5% per year until we reach the peer mean.
Baseline	FY04: 1098 items borrowed (32% of peer mean)
Current Status	FY10: 2888 items borrowed (47.3% of peer mean)
Target	Peer mean (6106 in FY08)
Due Date	2015
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty and Interlibrary Loan staff

Performance Measure	Increase the number of students who successfully complete the plagiarism guide tutorial each year.
Baseline	Used in 1 dance class, 9 completed quizzes
Current Status	
Target	Set up and advertise for cross disciplinary use
Due Date	December 2011
Oversight Responsibility	Library Faculty
Performance Responsibility	Library Faculty, Classroom Faculty

I.8.B Encourage the integration of information literacy into appropriate OCU courses and provide support for information literacy education.

Performance Measure	Develop a list of major requirements that could benefit from information literacy information and begin contacting classroom faculty to develop such integration
Baseline	Some informal contacts
Current Status	
Target	Comprehensive list of courses
Due Date	Fall 2012
Oversight Responsibility	Library Director
Performance Responsibility	Library Director, Library Faculty

Performance Measure	Include information literacy in a systematic way in the revision of the general education curriculum
Baseline	Revision is underway and a librarian is part of the committee
Current Status	
Target	New general education curriculum includes systematic information literacy
Due Date	Fall 2014
Oversight Responsibility	Library Director
Performance Responsibility	Library Director, Library Faculty

I.8.C Provide information resources to meet the curricular needs of students and faculty.

Performance Measure	Increase collection development funding by 5% per year until we reach the peer mean.
Baseline	FY 2008: \$430,941.00
Current Status	FY 2010: \$463,925.00
Target	Peer mean (FY 2008: \$1,231,991.00)
Due Date	ongoing
Oversight Responsibility	Library Director
Performance Responsibility	Library Director, University Budget Committee, Trustees

I.8.D Develop a collection development plan through consultation among librarians and classroom faculty.

Performance Measure	In collaboration with classroom faculty, develop a collection development plan by May 2012.
Baseline	Have a "policy" but no organized plan
Current Status	
Target	Agreed upon plan
Due Date	May 2012
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty, Classroom Faculty

I.10 Provide outstanding library services and facilities.

Performance Measure	90% or more of students will describe library services as meeting or exceeding expectations.
Baseline	Fall 2005: 73.81% meets or surpasses expectations (30.48% meets, 43.3% surpasses)
Current Status	Spring 2010: 85.26% meets or surpasses expectations (69.47% meets, 15.78% surpasses)
Target	90% or more
Due Date	2015
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty and Staff

Performance Measure	Fewer than 3 errors per 1000 transactions will be found in library patron records.
Baseline	FY06: 20 reported errors in 12574 circulation transactions = 1.95 errors per 1000 transactions
Current Status	FY10: 54 reported errors in 29088 circulation transactions = 1.86 errors per 1000 transactions
Target	Fewer than 3 errors for 1000 transactions
Due Date	Ongoing
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty and Staff

II.1 Enhance diversity of the library faculty, staff, and executive advisory board.

Performance Measure	Gender mix of all employees and executive advisory board should be approximately equal and 10% ethnic minority.
Baseline	January 2011: Staff 62% female, 15% minority Student workers 74% female, 15% minority Board 50% female, all white
Current Status	
Target	60% female, 10% ethnic minority
Due Date	2015 and ongoing
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty, Student Supervisor, University President

III.2 Continue to strengthen the relationship between the University and the United Methodist Church through support for the archives of the Oklahoma Conference of the United Methodist Church, the Oklahoma Indian Missionary Conference of the United Methodist Church, library collections and services for students and faculty of the Saint Paul School of Theology at OCU, and clergy library services.

Performance Measure	Offer at least one workshop per year for Methodist churches or clergy (archives/history or library research).
Baseline	4 site visits to local church archives and 1 train the trainer session in 2010
Current Status	
Target	At least one general workshop in the library annually
Due Date	Ongoing
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty

III.4 Benefit the community through direct library services and cooperation with other libraries.

Performance Measure	Increase interlibrary loan lending to the peer average.
Baseline	FY04: 1161(48.9% of FY04 peer mean 2376)
Current Status	FY10: 1285 (24.8% of FY 08 peer mean 5178)
Target	Peer mean (FY 2008 5178)
Due Date	2015
Oversight Responsibility	Library Director
Performance Responsibility	Interlibrary Loan staff

III.5 Support university sustainability efforts.

Performance Measure	Track and reduce library paper consumption.
Baseline	Approximately 130 cases per year
Current Status	
Target	Reduce by 5% (to 123 cases)
Due Date	June 2012
Oversight Responsibility	Library Director, Administrative Assistant
Performance Responsibility	All library users

IV.4 Increase external giving and grants to the library.

Performance Measure	Apply for at least one library grant per year.
Baseline	Approximately 1 every 2 years
Current Status	1 in FY2010
Target	1 per year
Due Date	ongoing
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty

IV.5.A Improve library faculty development.

Performance Measure	All library faculty members participate in multiple faculty development activities annually.
Baseline	Average of 17.4 activities per year (April 2010)
Current Status	
Target	Average of 15 activities per faculty member per year
Due Date	Ongoing
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty

Performance Measure	Increase the number of library faculty development activities that are directly tied to the strategic plan or defined as high quality.
Baseline	Average of 2 high impact activities per faculty member
Current Status	
Target	Average of 3 high impact activities per faculty member
Due Date	2015
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty

IV.5.B Collaborate with CETL and CTS and others to provide opportunities for university faculty development.

Performance Measure	Offer at least one collaborative faculty development opportunity to the campus at large per year.
Baseline	No collaborative workshops
Current Status	
Target	1 collaborative workshop per year
Due Date	2011
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty, CETL, CTS

IV.6 Improve library faculty scholarship, including external grants.

Performance Measure	Increase the percentage of librarians who have published or presented in the previous 2 years.
Baseline	April 2010: 50%
Current Status	
Target	57%
Due Date	2015
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty

IV.9 Support student retention by providing outstanding library service to all academic programs.

Performance Measure	Library survey responses show that 90% or more of respondents describe library service as meeting or surpassing their needs.
Baseline	Fall 2005: 73.81% meets or surpasses expectations (30.48% meets, 43.3% surpasses)
Current Status	Spring 2010: 85.26% meets or surpasses expectations (69.47% meets, 15.78% surpasses)
Target	90%
Due Date	Fall 2015
Oversight Responsibility	Library Director
Performance Responsibility	Library Faculty, Library Staff

V.1 Conduct research on institutional effectiveness to inform our strategic planning process.

Performance Measure	-Research at least one new or evolving service-option as part of the implementation process.
Baseline	Some research on peer and benchmark use of chat reference and internal research on alternate reference staffing.
Current Status	
Target	Broad research on methods and effectiveness that can be used to inform service changes.
Due Date	Fall 2011
Oversight Responsibility	Library Director
Performance Responsibility	Library Director, Library Faculty

Performance Measure	Conduct comparative research on the information literacy of OCU students.
Baseline	Some information from library service and faculty surveys and CSEQ
Current Status	
Target	Nationally normed testing to create baseline information
Due Date	Fall 2012
Oversight Responsibility	Library Director
Performance Responsibility	Library Director, Library Faculty

V.2 Support efforts to improve university's peer ranking.

Performance Measure	Increase funding to improve library's expenditures and collections relative to peers.
Baseline	FY 2010 collection expenditures of \$463,925.00 (37.66% of 2008 peer mean)
Current Status	
Target	Peer mean (FY 2008: \$1,231,991.00)
Due Date	2020
Oversight Responsibility	Library Director
Performance Responsibility	Library Director, University Budget Committee, University Advancement, Trustees

V.4 Update peer and benchmarking comparisons to inform our strategic planning process.

Performance Measure	Provide the strategic planning and budget committees with biennial updates of budget and services comparisons to peer and benchmark university libraries.
Baseline	Provide oral updates to budget review committee
Current Status	
Target	Provide written summaries to both groups at the next appropriate meeting after the numbers are available
Due Date	Fall 2011
Oversight Responsibility	Library Director
Performance Responsibility	Library Director

V.5 Evaluate and strengthen the general education curriculum and all degree programs.

Performance Measure	See I.8
Baseline	
Current Status	
Target	
Due Date	
Oversight Responsibility	
Performance Responsibility	