

New Mexico State University Library

Report on Outcomes of Strategic Directions 2002-2003 Targets

STRATEGIC DIRECTIONS

I. *Personnel:* Board of Regents

GOAL: Attract, develop, reward and retain high-quality faculty

Objective 1: Hire quality faculty

- Target: Fill vacant faculty positions
- 3 Reference & Research Services Librarians
 - Access Services Dept. Head
 - Archives & Special Collections Dept. Head
 - Reference & Research Services Dept. Head
 - Collection Development Librarian
 - Government Documents Librarian
 - Archives Processing Librarian
 - Special Collections Librarian
 - Tombaugh Project Archivist

ACTION

Appoint search committee

Dean

Conduct search

Search Committee

Offer position

Dean

PERSON RESPONSIBLE

RESULTS

Hired 3 Reference and Research Service Librarians
 Hired Access Services Department Head
 Hired Archives & Special Collections Dept. Head
 Hired Reference & Research Services Dept. Head
 Internal Reassignment--Collection Development Librarian
 Government Documents Librarian--job description under development
 Processing Archivist Librarian--search in progress
 Special Collections Librarian--No action taken to date
 Hired Tombaugh Project Archivist

New Mexico State University Library

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STRATEGIC DIRECTIONS

II. *Personnel:* Library

GOAL 1: Trained workforce

Objective 1: Build and strengthen job skills. Provide job skill development training to:
 Target: Full-time staff
 Student employees
 Entry-level Reference & Research faculty
 New faculty hires

ACTION

PERSON RESPONSIBLE

RESULTS

Conduct safety & security training workshop	NMSU Police, Assoc. Dean	Workshop held for fulltime staff and student employees
Conduct E-mail training	Systems Dept. Head	No action taken to date
Provide high-use computer ergonomic training	Campus Safety Officer	Target Summer 2003
Provide training at appropriate level for personnel reclassification documentation process	Personnel, Dept. Heads	Workshops held for all supervisors and library staff
Provide training to use Windows 2000	Systems, Dept. Heads	Systems staff is starting to use Windows 2000 in order to learn it. Ref & Research Dept.—action deferred per Systems
Provide training to use Voyager 2001	Voyager Support Staff	No action taken to date
Provide orientation program on Reference & Research Dept. practices	Ref. & Research Dept. Head, Staff	Faculty oriented February through April, 2003
Develop faculty orientation for new faculty hires	Assoc. Dean, Dept. Heads	Target for 2003/2004
Conduct job documentation application procedures	Personnel, Assoc. Dean	Workshop held for classified staff December 16, 2002

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STRATEGIC DIRECTIONS

II. *Personnel:* Library

GOAL 2: Improve quality of "work life"

Objective 1: Provide wellness program

Target: Campus professional & classified staff given opportunities to participate

Objective 2: Provide greater work schedule flexibility

Target: Library classified & professional staff given opportunity to participate

Objective 3: Eliminate course make-up time for professional and classified staff

Target: Library classified & professional staff given opportunities to participate

ACTION

PERSON RESPONSIBLE

RESULTS

Objective 1: Support campus effort to implement wellness program

Dept. Heads, Deans

No action taken to date

Objective 2: Propose and implement flexible scheduling options

Dean, Dept. Heads, Director of Personnel

Flex scheduling options made available

Objective 3: Propose and implement new policy

Dept. Heads, Deans

Course make-up time eliminated within Tuition Remission policy guidelines

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STRATEGIC DIRECTIONS

III Information and Student Resources

GOAL: Enhance user access to services and resources

Objective 1: Improve delivery of networked resources

- Target: Upgrade networking
 Improve Library electronic search capabilities
 Improve access to e-resources

Objective 2: Provide quality copy service

- Target: Library staff and clients have service

Objective 3: Increase access to Federal Government Documents represented in the catalog

- Target: Have retrospective Federal Government Documents represented in the catalog

ACTION

PERSON RESPONSIBLE

RESULTS

Replace wiring in both Library buildings Systems Dept. Head, ICT

Establish wireless zone in both buildings ICT, Dean

Provide simultaneous searching across databases and catalog Systems

Implement Citation and Imager Server (Voyager packages) Systems

Install applications to support web-based databases Systems

Configure web pages to improve access to full-text e-journals Systems

Convert to Library-managed copy services Assoc. Dean, Access Services

Do cost estimate for MARCIVE Tech Services Dept. Head

Identify funding sources Dean

Funding granted by University, available in July 2004 target

EZ Connect has been configured for Dofia Ana in test mode

Project assigned to systems staff member

Cold Fusion and My SQL have been installed & configured on web server

Serials Solutions pages have been added to web site for easy access to full-text e-journals

Converted to library-managed copy service in November 2002

MARCIVE contacted for information about a non-binding estimate – submitted to Dean

Proposed funding project at 2004 Budget Hearings held in May 2003

Objective 1 links with New Mexico State University Strategic Direction 2002-2003 Targets Information and Student Resources "The learning, research, and creative efforts of students and faculty in all disciplines must be supported, and their divergent needs addressed. A research Library and modern infrastructure for generating, storing, and transmitting knowledge require significant investment. Student services are important for enhancing students' on-campus experience, their opportunities for growth, and their chances for success." Objective 3, page 17.

OBJECTIVE

TARGET

LIBRARY ACTION

PERSON RESPONSIBLE

Objective 3: Provide student support services that meet student needs and improve student satisfaction and performance

Provide toll-free access to on-line academic and support services for distance learners
 Provide the same convenience in registration services to main campus and distant learners

The Library has a toll-free access for reference assistance (866-835-9826).
 Worked in partnership with ICT and Distance Ed to establish pilot to extend hours of telephone support for technical questions.

Dean of Library

Vice Provost for Distance Education

Chief Information Officer

Vice President of Student Services

New Mexico State University Library

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STRATEGIC DIRECTIONS

IV. Infra Structure

GOAL 1: Provide adequate resources to support work activities

Objective 1: Provide equipment to meet technical support requirements

Target: Increase existing server capability

Develop and implement 3-year plan for staff computer equipment replacement

Objective 2: Have documented procedures

Target: Library staff have documented procedures for Technical Services

ACTION

PERSON RESPONSIBLE

RESULTS

Purchase, install and configure new server	Systems, ICT	New server is installed & fully functional
Replace 1/3 of staff PCs	Systems	Developed list of upgrade priorities; identifying configuration of new PCs
Write procedures for supervisory reporting	Tech. Services Dept. Head	Technical Services documented the procedures listed, and continues to work on creating documentation for procedures
Write staff back-up plans for daily operations	Tech Services Staff	
Document basic unit procedures for Tech. Services	Tech. Services Staff	

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STRATEGIC DIRECTIONS

IV. Infra Structure

GOAL 2: Provide adequate resources to support educational and research activities

Objective 1. Improve learning environment

Target: Upgrade equipment

Develop plan for Zuhl classroom improvement

Objective 2. Improve Library research environment for graduate and faculty researchers

Target: Provide study research, study carrels and group study rooms

ACTION

PERSON RESPONSIBLE

RESULTS

Objective 1: Replace monitors and tables	Systems, Assoc. Dean, Ref. & Research Dept. Head	No action taken to date; target for 2003/2004
Create budget plan	Assoc. Dean, Systems, Ref. & Research Dept. Head	No action taken to date; target for 2003/2004
Objective 2: Design and do construction cost estimates	Dean, Assoc. Dean, OFS, Systems	Initial walk-through planning with campus interior designer
Identify funding sources	Dean, Assoc. Dean, OFS, Systems	Pending cost estimates
Purchase and install carrels	Dean, Assoc. Dean, OFS, Systems	Pending funding

Objective 2 links with *New Mexico State University Strategic Direction 2002-2003 Targets* Information and Student Resources "The learning, research, and creative efforts of students and faculty in all disciplines must be supported, and their divergent needs addressed. A research Library and modern infrastructure for generating, storing, and transmitting knowledge require significant investment. Student services are important for enhancing students' on-campus experience, their opportunities for growth, and their chances for success." Objective 2, page 17.

OBJECTIVE	TARGET	LIBRARY ACTION	PERSON RESPONSIBLE
Objective 2: Provide student support services that meet student needs and improve student satisfaction and performance	Provide equal on-line access to student support services for main campus and distant learners	The only Library service requiring registration is Inter-Library Loan. All students can register online 24/7. Working toward implementation of universal ID for all NMSU students in partnership with VP for Student Services and CIO.	<p>Dean of Library</p> <p>Vice President for Distance Education</p> <p>Chief Information Officer</p> <p>Vice President of Student Services</p>

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STRATEGIC DIRECTIONS

IV. Infra Structure

GOAL 3: Provide adequate resources to support collection maintenance

Objective 1. Increase shelving capacity

Target: Develop 3-year shelving expansion plan
Identify funding to purchase shelving

ACTION

PERSON RESPONSIBLE

RESULTS

Purchase and install year one of shelving expansion plan

Assoc. Dean, Dean, Vendor, Access Serv. Dept. Head

Planning and cost estimating in progress with vendor. Blueprints of plan completed.

Identify and allocate funding for year one

Assoc. Dean, Dean

Funding identifying in 2003 budget for up to \$175,000

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STRATEGIC DIRECTIONS

IV. Infra Structure

GOAL 4: Consolidation of Periodicals Desk Services

Objective 1: Streamline Library operation to increase organizational efficiency
Target: Eliminate redundant services

ACTION

Develop plan to merge current periodicals collections

PERSON RESPONSIBLE

Access Services Dept. Head, Assoc. Dean

RESULTS

Current periodical collections merged May 2003

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STRATEGIC DIRECTIONS

IV. Infra Structure

GOAL 5: Construction of Federal Government Documents work area

Objective 1: Restructure Federal Government Documents services

Target: Provide centralized work space for Federal Government Documents Library staff

ACTION

PERSON RESPONSIBLE

RESULTS

Design and construct work space	Assoc. Dean, Ref. & Research Dept. Head, OFS	New work space designed and expected construction completion date is July 2003
Relocate Systems storage area	Systems, Assoc. Dean	Have identified alternate storage areas
Relocate shelving and other miscellaneous	Systems	Have identified shelving to be purchased; have begun removal of obsolete and broken equipment from current storage areas

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STRATEGIC DIRECTIONS

IV. Infra Structure

GOAL 6: Provide appropriate services in context of Library's mission

Objective 1: Review and identify appropriate services

Target: Initiate planning process

ACTION

Create planning group

Assoc. Dean, Access Services Dept. Head, Ref. & Research Dept. Head

PERSON RESPONSIBLE

RESULTS

Target for 2003/04; action deferred pending arrival of Ref. & Research Dept. Head on 7/03

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STRATEGIC DIRECTIONS

IV. Infra Structure

GOAL 7: Comply with North Central Association Distance Education Learning Standards

- Objective 1: Library assessment of ability of Library to support Distance Education program prior to program approval
 Target: Clarify who is eligible for Distance Education services
- Objective 2: Develop written policy for Distance Education students
 Target: Clarify how to implement Inter-Library Loan Service for Distance Education students

ACTION	PERSON RESPONSIBLE	RESULTS
Objective 1: Define who is eligible for Library Distance Education services	Assoc. Dean, Ref. & Research Dept. Head, Access Services Dept. Head, VPED	Under discussion. Eligibility defined as "NMSU main campus students who are enrolled in NMSU main campus distance courses and who reside outside Doña Ana County" //lib.nmsu.edu/distance/index.html
Objective 2: Establish policy	Dean, Assoc. Dean, Dept. Heads	Procedures developed and implemented. Policy needs to be drafted

Objectives 1 and 2 link with New Mexico State University Strategic Direction 2002-2003 Targets Undergraduate Education "Educating students is the cornerstone upon which NMSU is built," Objective 3, Target 2, page 4.

OBJECTIVE	TARGET	LIBRARY ACTION	PERSON RESPONSIBLE
Continue strengthening retention efforts to assist students with the transition to college life, career decision-making, and progress towards degrees.	Provide adequate support to distance education students so they will have a sense of belonging	Library services for Distance Education students described and made available on Library's web page, http://lib.nmsu.edu/distance/index.html .	<p>Dean of Library</p> <p>Vice Provost for Distance Education</p> <p>Chief Information Officer</p> <p>Vice President of Student Services</p>

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STRATEGIC DIRECTIONS

IV. Infra Structure

GOAL 8: Develop management plan for Archives and Special Collections

Objective 1: Reorganize department

- Target: Strengthen service delivery
 Improve access to collections
 Codify collection acquisition

ACTION

PERSON RESPONSIBLE

RESULTS

Assess needs support	Archives and Special Collections Dept. Head	Need assessment done
Make recommendations	Archives and Special Collections Dept. Head	Tentatively scheduled to combine reference points into one by Fall 2004
Process accessioned collection back-log	Archives staff	Processed 5 manuscripts (130 linear feet) and 700 photographs in backlog since January 15, 2003.
Create a deed of gift agreement	Dean, Legal Counsel, VP Office of Advancement	In progress: drafts for Appraisal policy, Transfer of Gift, Deed of Gift and Deposit Agreements.
Create a transfer of collection policy	Dean, Legal Counsel, VP Office of Advancement	Final draft submitted

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STRATEGIC DIRECTIONS

V. Policy Development
GOAL 1: Codify Library policies

Objective 1: Update policy for Library Reserves

Target: Compliance with copyright laws

Objective 2: Establish framework for Library policy

Target: Have plan to review and establish policies

ACTION

Objective 1: Address compliance issues for reserve materials

Assoc. Dean, Access Services Dept. Head, Legal Counsel, Dean

Objective 2: Create and implement a process for establishing & reviewing policies

Dean

PERSON RESPONSIBLE

RESULTS

1. "Rule of 5" and Fair Use being implemented
2. Draft of Library Reserves policy under review

Framework for development/review completed and implemented

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STRATEGIC DIRECTIONS

V. Policy Development
GOAL 2: Revise Library promotion and tenure document

Objective 1: Ensure compliance with NMSU Policy Manual
 Target: Compliance with NMSU Policy Manual
 Objective 2: Simplify and clarify document language
 Target: Improve clarity

ACTION

Create Library Promotion & Tenure compliance task force

Dean

Library faculty, Dean, Assoc. Dean

PERSON RESPONSIBLE

RESULTS

Task force established and revision of P&T document in progress

Revision of document in progress

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STRATEGIC DIRECTIONS

VI. Financial Resources

GOAL 1: Utilize financial resources effectively

Objective 1: Develop alternative revenue streams

Target: Build endowment revenue stream
PSL overhead funds to support Library

Provide data for proposed Library inflation index factor

Objective 2: Optimize use of special Library materials funding

Target: Expend special funds within bond issue timeframe

ACTION

Objective 1: Establish endowments with two colleges to support Library

Dean, Library Development Officer, Other College Deans

PERSON RESPONSIBLE

Partnership with A&S and College of Health and Social Services to support growth of two existing endowments

RESULTS

Increase funding levels of established endowments

College Deans, Library Dean, Development Officer, Advancement Officer

Have increased funding levels of three endowments

Secure funds from PSL

Provost, Vice President of Research, Dean

Met with PSL Director and VP of Research; on hold until PSL organizational issues settled

Objective 2: Develop expenditure plan

Dean, Assoc. Dean, Acquisition Librarian, Library Fund Managers

In progress; team developing plan for expending 02 GO Bond funds

Objectives 1 and 2 link with New Mexico State University Strategic Direction 2002-2003 Targets Information and Student Resources "The learning, research, and creative efforts of students and faculty in all disciplines must be supported, and their divergent needs addressed. A research Library and modern infrastructure for generating, storing, and transmitting knowledge require significant investment. Student services are important for enhancing students' on-campus experience, their opportunities for growth, and their chances for success." Objective 2, page 17.

OBJECTIVE	TARGET	LIBRARY ACTION	PERSON RESPONSIBLE
Objective 1: Ensure access to high-quality electronic systems, networks and technical support staff, sufficient to meet the needs of students, faculty, and staff throughout the university	Obtain \$1M or more of gifts in-kind from corporations by July 2005	Hired half-time library development officer in July 2003, the library will have a full-time development officer. This objective will be in 2003/04 targets	Vice President for University Advancement Chief Information Officer College & Library Deans

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STRATEGIC DIRECTIONS

VI. Financial Resources
GOAL 2: Raise funds

- Objective 1: Utilize Advisory Board for development activities
 Target: Build broader donor contact base
- Objective 2: Centralize all Library Development activities
 Target: Single donor base
 All donor functions coordinated under Library Development Officer
 Have full-time Library Development Officer

ACTION

PERSON RESPONSIBLE

RESULTS

Reconstitute RGHC Advisory Board	Dean, Library Development Officer	Transitional board established with goal of establishing permanent board
Merge SIEBEL, Donor Quest, & RGHC databases	Library Development Officer, Systems Dept. Head	Completed
Reassign RGHC donor activities to Library Development Officer	Dean, Assoc. Dean	Completed
Identify funding & create full-time position by 7/1/03	Dean	Completed

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STRATEGIC DIRECTIONS

VII. Facilities

GOAL 1: Comply with NMSU art collection policy

Objective 1: Provide inventory data to Art Gallery Director
Target: Accurate data on art located within the Library

ACTION

Identify & provide provenance for university owned/loaned art in Library

Assoc. Dean

Designate Library contact

Assoc. Dean

PERSON RESPONSIBLE

RESULTS

Will be completed June 2003

Library contact designated

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STRATEGIC DIRECTIONS

VII. Facilities

GOAL 2: Ensure a safe Library environment

Objective 1: Identify unsafe areas
 Target: Improve safety

ACTION

PERSON RESPONSIBLE

RESULTS

Replace all stair treads	OFS, Assoc. Dean	Stair treads will be replaced Summer 2003
Replace carpet in Inter-Library Loan	OFS, Assoc. Dean	Cost estimate prepared for replacing carpet
Assess other carpet replacement needs	OFS, Assoc. Dean	No action taken to date

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STRATEGIC DIRECTIONS

VII. Facilities

GOAL 3: Improve signage in public areas

Objective 1: Present accurate signage

Target: To get people where they need to go

ACTION

Replace signage system

PERSON RESPONSIBLE

Assoc. Dean, OFS, Consultant

RESULTS

Target for 2003/2004