

New Mexico State University Library

Report on Outcomes of Strategic Directions 2004-2005 Targets

STRATEGIC DIRECTIONS

I. *Personnel:* Board of Regents

GOAL 1: Attract, develop, reward and retain high-quality staff

Objective 1: Hire quality staff

Target: Fill vacant faculty positions

- Special Collections Librarian

Target: Create new professional position

Objective 2: Reward classified staff

Target: Recognize work contributions of classified staff

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Appoint search committee	Dean, Dept. Heads	1-1a – 1-1c. Hired Special Collections Librarian
1-1b. Conduct search	Search Committee	
1-1c. Offer position	Dean	
1-2a. Hire a library webmaster	Dean, Systems Dept. Head	1-2a. Reassigned internally
2-1a. Establish time-release award for classified staff	Dean, Personnel Director	2-1a. Developed proposal, submitted for consideration; proposal not supported by ACAP

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STRATEGIC DIRECTIONS

I. *Personnel:* Board of Regents

GOAL 2: Optimize and utilize staff resources efficiently

- Objective 1: Ensure classified and professional positions are properly classed
 Target: Initiate reclassification reviews for all classified and professional positions not reviewed since 2000
- Objective 2: Ensure equitable workload assignments for library faculty
 Target: Identify ways to measure faculty workload
- Objective 3: Move to new campus-wide broadbanding personnel system
 Target: Implement broadbanding in the library

ACTION	PERSON RESPONSIBLE	OUTCOMES	
1-1a. Identify and conduct reclassification reviews for all remaining classified positions that have not been reviewed since 2000	Dean, Assoc. Dean, Dept. Heads, Personnel Director	1-1a	Completed
2-1a. Develop model for measuring faculty workload	Assoc. Dean, Dept. Heads, Faculty	2-1a.	No action taken
3-1a. Have all classified and professional staff transitioned to broadbanding by July 1, 2005	Dean, Assoc. Dean, Dept. Heads	3-1a.	Broadbanding implementation dates changed; working on mapping and family classification with HR, new target date October 2005

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II. *Personnel: Library*

GOAL 1: Assure a highly trained workforce

Objective 1: Build and strengthen staff skill levels

Target: All staff to be trained

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Provide high-use computer ergonomic training	Assoc. Dean, Campus Safety Officer	1-1a. Did individualized assessment for IDS
1-1b. Provide training to use Voyager 2001	Voyager Support Staff	1-1b. Not completed
1-1c. Conduct training for upgraded software applications, e.g. Eudora 6.1	Systems	1-1c. Provided on-demand
1-1d. Conduct training to create a more service-oriented work place	Dept. Heads	1-1d. Not completed
1-1e. Conduct training for library faculty in writing goals and objectives for annual performance evaluation	Assoc. Dean, Dept. Heads	1-1e. Not completed
1-1f. Conduct training for student employees	Assoc. Dean, Dept. Heads	1-1f. Completed September 2004; title "Are You Being Served?"
1-1g. Conduct training for those supervising classified and professional staff in how to do personnel evaluations for broadbanding	Assoc. Dean, Personnel	1-1g. Not completed; implementation time table changed
1-1h. Conduct training for service delivery to users with disabilities	Assoc. Dean, Dept. Heads, Disabled Student Programs Coordinator	1-1h. Not completed

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III. Information and Student Resources

GOAL: Enhance user access to services and resources

- Objective 1: Improve delivery of networked resources
 - Target: Upgrade networking
 - Target: Redesign library website
 - Target: Improve library electronic search capabilities
 - Target: Improve access to e-resources
- Objective 2: Improve access to library's holdings information
 - Target: Make serials holdings information available on OCLC
- Objective 3: Provide greater access to NMSU library system holdings
 - Target: Include NMSU-Carlsbad and NMSU-Grants holdings in Voyager
- Objective 4: Provide unified search access to NM research libraries
 - Target: Provide model for state-wide catalog
- Objective 5: Provide alternatives for developing library research skills
 - Target: Offer LSC 111 as a Gen Ed course
- Objective 6: Provide high level of customer service in both libraries
 - Target: Redefine Circulation Desks as Customer Service Desks

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Complete rewiring of Branson Library	Systems, ICT	1-1a. Completed
1-1b. Establish wireless zones in Branson Library	Systems, ICT	1-1b. Completed
1-2a. Develop and test templates and structure	Systems	1-2a. Templates tested and completed
1-3a. Configure Voyager EZConnect for main campus, DABCC, NMSU-A	Systems	1-3a. Not completed; pending Voyager upgrade
1-4a. Complete implementation of Citation and Image Servers	Systems	1-4a. Not completed; pending Voyager upgrade
2-1a. Extract Voyager serials holdings records and submit to OCLC	Systems	2-1a. Not completed
3-1a. Participate in project planning	Systems, Tech Services, NMSU-Carlsbad, NMSU-Grants	3-1a. Action pending; submitted cost estimates to NMSU-C and NMSU-G for consideration
3-1b. Load NMSU-Carlsbad and NMSU-Grants records into Voyager	Tech Services	3-1b. Not completed
4-1a. Implement simultaneous searching	Systems, AARL Libraries	4-1a. Supplied Z39.50 settings to UNM; UNM doing testing
5-1a. Further develop course	Instruction Coordinator	5-1a. Completed; course developed and approved for Gen Ed designation
6-1a. Define service parameters	Access Services, Reference & Research Services	6-1a. Completed
6-1b. Provide training	Access Services, Reference & Research Services	6-1b. Completed

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STRATEGIC DIRECTIONS

IV. Infrastructure

GOAL 1: Provide adequate resources to support work activities

- Objective 1: Improve Voyager system function
Target: Upgrade Voyager
- Objective 2: Provide equipment to meet technical support needs
Target: Implement plan for computer replacement
- Objective 3: Improve Access Services workflow
Target: Improve ILL operations
- Objective 4: Have documented procedures
Target: Library staff have documented procedures for Tech Services
Target: Have a donor activity reporting structure
- Objective 5: Have library property control
Target: Have improved property inventory control systems
- Objective 6: Have supply inventory control
Target: Have improved supply inventory control system
- Objective 7: Have a programmatic approach for collection development
Target: Complete collection development tool box for assessment of collections

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Coordinate installation of current Voyager release	Systems	1-1a. Not completed
2-1a. Replace 130 staff and function PCs by September 1, 2004	Systems	2-1a. Completed
3-1a. Install ILLiad by January 31, 2005	Systems, Access Services Dept. Head, IDS	3-1a. Completed
4-1a. Complete project	Tech Services Dept. Head, Tech Services Staff	4-1a. 90 % completed
4-2a. Complete design and implement a donor activities reporting structure	Dean, Development Officer	4-2a. Not completed
5-1a. Explore inventory options	Assoc. Dean, Systems, Tech Services	5-1a. Consulted others on campus and did fact finding
5-1b. Determine short-term options and implement short-term solutions	Assoc. Dean, Systems, Tech Services	5-1b. Preliminary design of database completed
6-1a. Explore inventory options	Assoc. Dean, Dept. Heads	6-1a. Centralized supply inventory spreadsheet completed
6-1b. Determine and implement short-term solution	Assoc. Dean, Dept. Heads	6-1b. Centralization of inventory completed
7-1a. Complete template for new program review by January 1, 2005	Collection Development Librarian	7-1a. Completed
7-1b. Complete template for library collection development policies	Collection Development Librarian	7-1b. Completed

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STRATEGIC DIRECTIONS

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

- Objective 1: Improve learning environment
 Target: Develop a spatial plan for reconfiguration of Zuhl classroom
- Objective 2: Improve library research environment for graduate and faculty researchers
 Target: Provide study carrels and group study rooms

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Identify funding and obtain approval	Dean, Assoc. Dean, Reference & Research Services	1-1a. Plan developed, approved, funded; implementation in progress
2-1a. Review and approve plan	Dean, Assoc. Dean	2-1a. Plans developed
2-1b. Identify funding sources	Dean	2-1b. Funding request submitted
2-1c. Purchase and install carrels	Dean, Assoc. Dean	2-1c. Funding not identified

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STRATEGIC DIRECTIONS

IV. Infrastructure
GOAL 3: Provide adequate resources to support collection maintenance

- Objective 1: Increase shelving capacity
 Target: Complete reconfiguration plan of shelving in Branson Library
 Target: Build a high density compact storage facility on campus
- Objective 2: Increase collection maintenance efficiency
 Target: Reconfigure monograph and periodicals collections

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Do shelving reconfiguration installation	Dean, Assoc. Dean, Access Services, Vendor	1-1a. Completed
1-2a. Initiate planning with OFS	Dean	1-2a. Met with VP Woods regarding campus master plan
2-1a. Gather data	Access Services, Systems	2-1a. In progress
2-1b. Complete data analysis	Dean, Assoc. Dean	2-1.b Not completed
2-1c. Evaluate options	Dean, Assoc. Dean, Dept. Heads	2-1-c. Not completed

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STRATEGIC DIRECTIONS

IV. Infrastructure
GOAL 4: Achieve greater organization efficiency by restructuring

- Objective 1: Streamline Technical Services processing workflow
 Target: Simplify processing workflow
- Objective 2: Streamline library operations to increase organizational efficiency
 Target: Reconfigure reference desk
 Target: Relocate reference librarian offices in Branson Library to Zuhl Library
 Target: Relocate microform collection in Zuhl Library to Branson Library
 Target: relocate WeiTo freezer to Branson Library 4th floor east
- Objective 3: Create map/GIS reference and research room
 Target: Have room operational by July 1, 2005
- Objective 4: Improve staff work space in Archives and Special Collections
 Target: Complete by October 15, 2005
- Objective 5: Create space for special projects/grants needs
 Target: Identify available space

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Expand electronic invoicing 1-1b. Expand use of vendor's records at point of order	Tech Services, Business Manager Tech Services	1-1a. Successfully implemented with two vendors (Yankee & Ambassador) 1-1b. Completed
2-1a. Develop spatial plan 2-1b. Purchase and install furniture 2-1c. Remove old reference desk	Assoc. Dean, Reference & Research Services Assoc. Dean Assoc. Dean	2-1a. Completed 2-1b. In progress 2-1c. Completed
2.2a. Fund and implement plan 2.2b. Relocate staff by January 1, 2005	Assoc. Dean, Reference & Research Services Reference & Research Services	2-2a. Completed 2-2b. Completed
2-3a. Develop spatial plan 2-3b. Move cabinets	Assoc. Dean, Access Services Assoc. Dean, Access Services	2-3a. Completed 2-3b. Completed
2-4a. Schedule with OFS	Assoc. Dean	2-4a. Relocation completed
3-1a. Develop spatial plan 3-1b. Prepare cost estimate and identify funding	Assoc. Dean, Documents Librarian Dean, Assoc. Dean	3-1a. Not completed 3-1b. Not completed
4-1a. Develop spatial plan and cost estimates	Assoc. Dean, Archives & Special Collections	4-1a. 50% completed
5-1a. Develop spatial plan and cost estimates	Dean, Assoc. Dean, Dept. Heads	5-1a. Completed

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STRATEGIC DIRECTIONS

IV. Infrastructure

GOAL 5: Increase access to collections

- Objective 1: Establish collection development policies
 Target: Have archives, manuscripts, university archives collection development policies
 Target: Have template for collection development policies
- Objective 2: Transfer cataloging of Special Collections materials to Technical Services
 Target: Establish procedure for cataloging Special Collections materials
- Objective 3: Identify and locate all non-book format collections
 Target: Have all non-book format collections housed in one location
- Objective 4: Provide access to pre-1974 government documents
 Target: Initiate MARCIVE retrospective cataloging project
- Objective 5: Have more archival collections accessible
 Target: Reduce number of unprocessed archival collections
- Objective 6: Have more archival collections accessible bibliographically
 Target: Improve access to archival collections

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Develop and codify collection development policies	Archives & Special Collections, Collection Development Librarian	1-1a. In progress
1-2a. Create template for collection development policies	Collection Development Librarian	1-2a. Completed
2-1a. Implement procedure	Archives & Special Collections, Tech Services	2-1a. Transfer of job function completed; procedures pending review
2-1b. Process uncataloged collections	Archives & Special Collections, Tech Services	2-1b. In progress; 65.27% complete (312 processed out of 478)
3-1a. Develop spatial plan	Assoc. Dean, Access Services	3-1a. Completed
3-1b. Identify funding for storage equipment	Dean, Assoc. Dean	3-1b. Funding identified
3-1c. Purchase and install storage equipment	Assoc. Dean, Access Services	3-1c. Waiting for vendor proposal
4-1a. Complete plan and identify funding	Government Documents, Tech Services, Dean	4-1a. Completed; plan implemented
5-1a. Create a processing priority list for unprocessed collections	Archives & Special Collections	5-1a. Completed
5-1b. Assign processing tasks based on priorities list	Archives & Special Collections	5-1b. Completed
6-1a. Complete processing for FY04 targets	Archives & Special Collections	6-1a. Completed
6-1b. Complete processing for 10 high priority collections	Archive & Special Collections	6-1b. Completed processing 41 collections

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STRATEGIC DIRECTIONS

V. Policy Development

GOAL 1: Codify library policies

Objective 1: Use established framework for developing and updating library policies

Target: Identify at least ten needed policies

- a. Privacy
- b. Information Delivery Service
- c. Circulation
- d. Collection development
- e. External library science internship
- f. Changes to Chapter 2 "NMSU Policy Manual" regarding University Archivist
- g. Appraisal of collections and gifts
- h. Gifts (books, journals, media)
- i. Course packs
- j. Inventory
- k. Signage

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Develop and codify policies	Dean, Assoc. Dean, Dept. Heads, all Library Staff	1a. Not completed 1b. Not completed 1c. In progress 1d. In progress 1e. Not completed 1f. Completed 1g. In progress 1h. In progress 1i. Not completed 1j. Not completed 1k. Not completed

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V. Policy Development

GOAL 2: Revise Library Promotion and Tenure Document

Objective 1: Simplify and clarify document

Target: Improve clarity

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Complete first draft and have faculty feedback by January 1, 2005	Dean, Faculty	1-1a. Completed
1-1b. Target vote by library faculty by Spring 2005	Dean, Faculty	1-1b. Completed and document approved

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VI. Financial Resources

GOAL 1: Utilize financial resources effectively

Objective 1: Increase levels of funding by alternative revenue streams

Target: Continue to build endowment revenue stream

Objective 2: Optimize use of special library materials funding

Target: Expend special funds within 2002 GO Bond issue framework

Objective 3: Evaluate cost-based services

Target: Complete fiscal analysis for 2 services

- Copy Center
- IDS

Objective 4: Expend Durango Project appropriations

Target: Acquire additional archival documents

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Establish 2 new endowments	Dean, Development Officer	1-1a. Completed and exceeded
1-1b. Increase funding levels for four established endowments by ten percent over their FY04 funded level	Dean, Development Officer	1-1b. Completed
2-1a. Expend 2002 GO Bond funding by April 2005	Collection Development and Acquisitions Librarians	2-1a. Completed
3-1a. Gather data	Access Services	3-1a. Completed
3-1b. Complete assessment of data	Assoc. Dean, Access Services Dept. Head	3-1b. Completed
3-1c. Make recommendations and implement	Assoc. Dean, Access Services Dept. Head	3-1c. Not completed
4-1a. Obtain permission for filming Sombrerete collection	Archives & Special Collections	4-1a. Completed
4-1b. Begin microfilming project	Archives & Special Collections	4-1b. In progress

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VI. Financial Resources

GOAL 1: Raise funds

- Objective 1: Educate donors about NMSU Library
 Target: Have educational materials for donors
- Objective 2: Expand major gift donor base for the library
 Target: Increase number of major gift donors
- Objective 3: Participate in NMSU Comprehensive Campaign
 Target: Participate in NMSU Campaign Silent Phase
- Objective 4: Raise grant funds
 Target: Work with 2 new library P.I.s to plan, write and submit grant proposals
- Objective 5: Determine value of gifts-in-kind for archives, manuscripts and photographs
 Target: Have internal mechanism for crediting gifts-in-kind for archives, manuscripts and photographs
- Objective 6: Determine future of Library Associates
 Target: Assess purpose and benefits of Library Associates

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Complete outreach materials for remaining 50% of targeted endowments	Dean, Development Officer	1-1a. Completed
1-1b. Complete new library donor brochure	Dean, Development Officer	1-1b. Completed
1-1c. Redesign library development web page	Development Officer, Systems	1-1c. Completed
2-1a. Solicit ten major gifts	Dean, Development Officer	2-1a. Completed
3-1a. Develop and execute strategies for major gift solicitation	Dean, Development Officer	3-1a. Completed
4-1a. Two grant proposals are planned, written and submitted	Grants Officer	4-1a. Completed
5-1a. Develop procedure and documentation	Dean, Development Officer, Archives & Special Collections	5-1a. In progress
6-1a. Complete assessment and act on recommendations	Dean, Assoc. Dean, Development Officer, Access Services Dept. Head	6-1a. Not completed

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VII. Facilities

GOAL 1: Assure space needs are met

Objective 1: Provide adequate space and facilities to meet library's needs

Target: Have written plan of action based on needs assessment

Objective 2: Increase number of meeting rooms available in Branson Library

Target: Optimize available space in room 217

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Complete status report on addressing identified needs	Dean	1-1a. Completed
1-1b. Discuss plan with OFS	Dean, VP for Human & Physical Resources	1-1b. Facilities planning meeting with VP Woods and appropriate OFS staff
2-1a. Have room available for use and booking schedule operational by September 1, 2004	Assoc. Dean, Admin Staff	2-1a. Completed

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STRATEGIC DIRECTIONS

VII. Facilities

GOAL 2: Ensure a safe library environment

Objective 1: Meet safety signage requirements

Target: Improve safety signage

Objective 2: Provide ergonomically appropriate staff workplace

Target: Complete ergonomic assessment

Objective 3: Be ADA compliant

Target: Meet ADA requirements

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Complete installation of safety signage in both buildings	Assoc. Dean	1-1a. Not completed
2-1a. Do assessment and make necessary adjustments	Assoc. Dean, Dept. Heads	2-1a. Not completed
3-1a. Receive and evaluate ADA compliance report	Dean, Assoc. Dean, Dept. Heads	3-1a. No report received

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VII. Facilities

GOAL 3: Replace and refurbish library furnishings

Objective 1: Provide attractive and comfortable study/research environment

Target: Assess all furnishings for wear and tear

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Inventory furnishings	Assoc. Dean	1-1a. In progress
1-1b. Identify needs and cost estimates for repair or replacement	Assoc. Dean	1-1b. In progress
1-1c. Determine funding and make repairs or order replacements	Dean, Assoc. Dean	1-1c. In progress

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VII. Facilities

GOAL 4: Redo library signage

Objective 1: Present accurate signage

Target: Get people where they need to go

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Replace signage system by June 30, 2005	Assoc. Dean, Dept. Heads	1-1a. Not completed; de-signing in progress

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STRATEGIC DIRECTIONS

VIII. Assessment

GOAL 1: Enhance user-centered services

Objective 1: Measure service quality

Target: Increase user satisfaction with library services

Objective 2: Contribute to campus climate survey development

Target: Develop library specific questions for survey

Objective 3: Use national rankings as a comparative measure

Target: Have peer group comparison data for libraries at land-grant universities

Objective 4: Strengthen University Archives program

Target: Improve University Archives program

ACTION	PERSON RESPONSIBLE	OUTCOMES
1-1a. Conduct customer satisfaction survey for IDS and Copy Center	Access Services	1-1a. Copy Center survey completed; IDS not completed
1-1b. Assess building use patterns	Access Services	1-1b. In progress
1-1c. Review instruments for evaluating reference service	Reference & Research Services	1-1c. Review completed
2-1a. Participate in process	Dean	2-1a. Survey completed; disaggregated data pending
3-1a. Identify land-grant universities	Dean	3-1a. Completed
3-1b. Gather ALS data for all land-grant universities	Dean	3-1b. In progress
3-1c. Do peer group analysis by quartiles to obtain national rankings	Dean	3-1c. Pending data gathering
3-1d. Generate and distribute report	Dean	3-1d. Pending 3-1b.
4-1a. Assess and evaluate existing program	Archives & Special Collections	4-1a. Completed
4-1b. Make recommendations for program	Archives & Special Collections	4-1b. In progress
4-1c. Implement changes	Archives & Special Collections	4-1c. In progress