Strategic Initiatives Committee Meeting. Tuesday, May 10, 2011. Present: Judy Ganson, Cheryl Conway, Molly Boyd, Phil Jones, Lora Lennertz Jetton.

Phil Jones provided a list of the strategic initiatives discussed last week, which were drawn from the background reading materials. These points are in draft form only; there is no order of importance; however, the first goal is critical to our mission. Each of the points is necessary broad with the intention of developing two or three specific goals for each, which can be updated and reformulated as they are accomplished, and are renewed throughout the five year cycle. The strategic initiatives are the broad, general statements; whereas, the specific action points are goals, however broad those may be. Discussion points on these are:

1) Adopt assessments that are based on outcomes aligned to the University’s overarching goals and regularly modify—or discontinue—programs that do not support the University and demonstrate that support.
   - Must create assessments that measure outcomes, not processes.
   - The programs must be nimble to respond to changes suggested by measurable outcomes.
   - The ACRL report on “The Value of Academic Libraries” provides specific examples of activities and measurements.
   - Assessments must be evaluated both internally in the Libraries and externally by our advocates and constituents.
   - Assessments require demonstrated “learning outcomes”

2) Extend the Libraries’ role in scholarly communication and the curation of data.
   - Scholarly communication can encompass publishing, but might also be archiving.
   - May also be archiving of others’ publications (the Academy of Science is an example)

3) Implement practices and programs that make the Libraries more fiscally and environmentally sustainable.
   - Be more aggressive in securing grants and targeted development endeavors
   - Raising numbers of student and faculty combined with declining state support means we must do more with less money

4) Develop and sustain key collaborations that enable the Libraries to fulfill their goals and objectives and raise the profile of the Libraries.
   - UITS, Global campus, colleges, departments
   - Partnerships should be formed to achieve goals, not for the sake of the partnership only. Must achieve something by forming the partnership
   - May be absorbed into other goals; keep as a strategic initiative for now

5) Enhance the learning of students, both in residence and distant.
• Use the term “advance” rather than “support” to imply doing more than we currently are doing.
• Don’t split student groups into graduate and undergraduate, as that might be divisive.
• The term “learning” is questionable because it is an internal accomplishment, and hard to measure.
• Don’t use the terms “instruction” or “reference” as that limits the broadness of the goal.
• The focus is on the students and their accomplishments, not us.
• We are collaborators with faculty in student learning, as contributors to the process rather than a primary.
• Must make ourselves key to the enterprise of teaching and learning on campus.
• Provide unique value and further the enterprise of campus activities; student learning outcomes.

6) Enhance the teaching and research of the faculty of the University.

7) Promote the excellence and diversity of the Libraries’ personnel.
   This will be further clarified in specific goals, tailored to specific library needs at that time.

8) Apportion the resources of the Libraries in a manner that balances the current needs of all constituents and anticipates future demands.

These eight points will be sent out as a draft to the library listserv before the end of this week, with the stated intention of proposing the discussion of these items in next Wednesday’s Library Forum, and also to allow those unable to attend the Forum to provide feedback. We would like to have additional recorders to write down their impressions of the relevant or pertinent points as these are sometimes subjective to the recorder. The library-wide feedback will then be collated and disseminated to the committee for review before our next meeting on Tuesday, May 24.