In November 2009, an educational consultant met with Indiana State University students, support staff, administrators, faculty, and library staff to begin the process of developing a strategic plan for the Cunningham Memorial Library. A library committee reviewed suggestions and comments from the campus and built the following document around the framework of the University’s own strategic plan.

**CUNNINGHAM MEMORIAL LIBRARY**

**STRATEGIC PLAN**

*June 2, 2010*

**Vision and Values Statements**

**Vision Statement**

Utilizing innovative and collaborative approaches, Cunningham Memorial Library strives to be the academic and research heart of the University. We will provide high-quality instruction that focuses on individual needs, and we will provide access to the Library’s many unique collections. Our efforts will help create citizens who contribute both to the local community and to the world at large.

**Values Statement**

*Innovation* to promote information literacy in a digital world

*Collaboration* among the library, the campus, and the community to foster achievement for all

*Service* of the highest quality to ensure success

*Universal Access* to resources that support lifelong learning

*Diversity* of cultures and viewpoints

**Goal One**

**Enhance the Library Learning Environment**

*Promote learning and research by offering training and instructional support and by facilitating access to information resources to clientele so they become more self-confident, self-directed lifelong learners and by providing physical and virtual environments that contribute to the success of users of all backgrounds and abilities.*

**Initiative 1: Strengthen training and instruction programs**

- Develop and strengthen virtual instruction packages
- Develop and strengthen administrative (non-instructional) Web pages
- Develop and strengthen an easy-to-navigate online catalog and web presence that retrieves desired information
- Increase resources provided to programs of distinction and promise
- Improve student performance in the classroom
- Provide experiential learning opportunities
- Continue to improve search and discovery tools for all electronic resources
Benchmarks:
- Increase faculty and student participation in library instruction
- Measure student learning of information literacy goals
- Implement Qualtrics surveys to evaluate half of library instruction classes within two years
- Increase outreach to teaching faculty and administrators
- Seek more formal feedback from teaching faculty to improve bibliographic instruction
- Create an online tool that students can use to evaluate resources
- Use appropriate statistical measures, reports, and other evidence to evaluate electronic resource delivery

**Initiative 2: Improve library facilities**
- Increase electrical capacity
- Improve the Teaching Materials area to better serve campus
- Improve the Events Area
- Provide ADA compliant restrooms on first floor

Benchmarks:
- Increase number of electrical outlets within 2 years
- Move teaching materials and collections to a more defined area
  - Encourage the Bayh college of Education to use this setting as an instruction laboratory
  - Add children’s furniture
- Add kitchen facilities adjacent to Events Area
- Add new sink areas and fixtures to first floor restrooms
- Build new library

**Goal Two**

**Expand Community Engagement**

*Increase community partnerships to raise visibility of library services, sharing expertise to meet mutual goals.*

**Initiative 1: Partner with community organizations by sharing expertise**
- Collection development services
- Cataloging services
- Digitization services

Benchmark indicators:
- Provide collection development assistance for 14th and Chestnut Community Center
- Catalog recently acquired materials by the C.A.N.D.L.E.S. Holocaust Museum
- Enable community organizations to digitize their collections
- Increase cooperative ventures with Library Consortium of Vigo County (LCVC)

**Initiative 2: Offer support to other campus organizations in their community engagement initiatives**
- Partner with the Community Engagement Office
- Promote information literacy connections in courses whose emphasis is on service learning and community engagement

Benchmark indicators:
- Enhance professional development of faculty and staff by offering opportunities to speak
- Enhance educational opportunities of faculty, staff, and students by providing programming
• Strengthen community engagement in other units by providing meeting spaces

**Initiative 3: Partner with campus and community by offering programming**

Benchmark indicators:
• Offer a minimum of two co-sponsored programs a semester (programs sponsored by the library and another group on campus such as the History Department or the Student Government Association)
• Involve LCVC members in programming initiatives

**Initiative 4: Institutional Memory Project**

Partner with Vigo County Public Schools and other schools in the region to create digitization programs for institutional history

Benchmark indicators:
• Digitize yearbooks, photographs of local school programs and events and other documentation of educational, cultural, and social milestones
• Bring classes to the library regularly to review their school history and host related events

**Goal Three**

**Strengthen and Leverage Unique Library Collections**

**Strengthen and Leverage Unique Library Collections**

**Initiative 1: Strengthen and leverage unique library collections**
• Publicize and promote materials locally, regionally, and beyond to interested parties, including researchers and collectors
• Work with academic departments to make a concerted use of unique collections
• Provide bibliographic/intellectual access to holdings in various collections through cataloging, metadata creation, and database development
• Collaborate and partner with other entities (e.g., Lilly Library) on coordinated development of collections of mutual interest (e.g., lexicography)
• Acquire by purchase or gift additional collections needed in lexical research
• Expand the capacity of Special Collections to house additional holdings and collections
• Plan, outfit, or construct a state of the art facility for University Archives that includes appropriate spaces for patrons, staff, and collection storage
• Continue the digitization of rare and unique materials
• Partner with the Bayh College of Education to perform outreach to K-12 teachers
• Publicize Sycamore Scholars to faculty and students through direct contacts, media releases, and presentations
• Participate in the MetaArchive Cooperative as a Sustaining Member managing a node in a distributed digital preservation network and collaborating with other universities and colleges in research and development
• Strengthen the library’s ability to store and furnish long-term access to digital assets on behalf of the university and its community partners
• Develop digital preservation policies and procedures that will provide leadership both locally and nationally
Benchmark indicators:
- Increase use of unique and special collections in all formats by 20%
- Establish a research center in Special Collections focused on lexicography
- Relocate University Archives into a user-friendly and collection-appropriate environment
- Increase use of content in Wabash Valley Visions and Voices by K-12 educators by 25%
- Increase faculty and student submissions to Sycamore Scholars by 50%
Goal Four
Diversify Revenues

Expand and diversify revenue sources to meet the mission of the library.

Initiative 1: Expand and diversify revenue sources to meet the mission of the library

- Activate the Arthur Cunningham Society
- Increase Parents’ Fund donations
- Increase grant revenue
- Partner with the ISU Foundation to identify donors
- Cultivate continuing communication and relationships with former library student employees and former patrons

Benchmark indicators:
- Identify two extraordinary gifts, each $500,000 or more
- Submit at least three grants per year
- Have an online donation option with a link to the homepage
  - Provide an online “wish list”
- Increase donations to the Parents Fund by 20%
- Create alumni-style setup for continuing communication and relationships with former library student employees

Goal Five
Recruit and Retain Great Faculty and Staff

Contribute to retention of great University faculty and staff.

Initiative 1: Recruit and retain library faculty and staff who are committed to the vision and values of the library

Benchmark indicators:
- Increase percentage of library minority faculty and staff within six years to match the student body
  - Seek diverse candidates during faculty and staff searches
    - Advertise on listservs and in periodicals with high minority readership
    - Advertise at HBC (Historically Black Colleges)
    - Work with ISU Office of Diversity
- Maintain and improve skills and knowledge of library personnel

Initiative 2: Contribute to retention of great University faculty and staff

Benchmark Indicators:
- Host 50 teaching faculty in a special component of Extravaganza within two years
- Collaborate closely with University teaching faculty and the Deans to support their teaching and research initiatives
- Offer library liaison office hours in the colleges
- Offer focused research services for teaching faculty
• Send bibliographies of new acquisitions in specialty areas to teaching faculty
• Seek syllabi from teaching faculty to improve course-specific services for instruction classes
• Create opportunities in the library for teaching faculty to discuss teaching ideas
• Create and add brief summaries of teaching faculty research to Sycamore Scholars
• Actively advertise library services and resources available to faculty and staff
• Offer programs of interest to faculty and staff