



**Strategic Plan
2020–2023**

Summary, Mission, Vision, and Values

Summary

The Clemson Libraries Strategic Plan is one part of a network of internal documents guiding the policy and development of the Libraries for the 2020-2023 period, which integrates the Libraries [R1 Report](#), Diversity Plan, Unit Plans, and Cooper Library Master Plan. The Clemson Libraries Strategic Plan is closely connected to the strategic priorities of the Clemson Forward Strategic Plan. Its purpose is to lay out the six specific goals of the Libraries in serving the interests of Clemson University and its students, faculty, and other personnel for the next three years: Student Success, Research, Facilities, Collections, Personnel, and Outreach. The document also outlines suggested strategies for reaching these goals.

Mission Statement

Clemson Libraries provide innovative and inclusive collections, programs, services, and technologies that support Clemson University goals and the information needs of all.

Vision Statement

Clemson Libraries will be a leader in campus-wide, local, multi-institutional, regional, and national collaboration to fully serve the community.

Values

These are the values that guide decisions at Clemson Libraries:

Collaboration—Work together across the Libraries, the University, and beyond to better serve all users.

Inclusion—Provide an environment that is welcoming, accessible, values the lived experiences of all users and personnel, and seeks to disrupt oppressive systems and culture.

Innovation—Accept new challenges and adopt new technologies and service models in order to create solutions and ideas that meet the current and future needs of all users.

Community—Continuously seek to align all services, programs, spaces, and collections with the needs of all communities with care and fostering a sense of belonging.

Student Success

Develop partnerships, collections, instruction, and cost-saving measures to enhance all students' success

1. Create or expand collaborative partnerships with organizations on campus to support the success and well-being of all student populations.
 - Develop a physical and virtual Learning Commons integrating access to student services across campus.
2. Explore ways to provide collection and services online, providing full online access to as many resources as feasible to support the learning and research needs of all students.
 - Expand virtual access services and investigate creative solutions through new technologies.
3. Expand cost-saving measures for students by establishing long-term funding to support the use and creation of Open Educational Resources (OER), as well as a textbook rental/online access program.
4. Implement and continually assess the comprehensive instruction program that supports student learning in how to access, locate, evaluate, and document resources, as well as how to be ethical creators of information and new knowledge in multimodal formats.
 - Grow the technology lending program and create a digital literacy plan centered around the expansion and development of creative technology spaces and services, such as the Adobe Digital Studio and Data Visualization Lab.
 - Integrate student learning outcomes and assessment tools in instruction and develop instructional plans to scaffold information literacy instruction into the curriculum.
 - Develop and enhance instructor partnerships to embed information literacy, digital literacy, and primary source literacy into the course curriculum.
5. Expand the location, quantity, and quality of library services for graduate students.
 - Explore the creation of a designated space for graduate student study and collaboration.
 - Provide a tailored approach to assessing graduate student needs and develop intentional and strategic partnerships to support this unique population.

Research

Increase research services in the areas of scholarly communications, publishing, open access, and data

1. Increase research services for faculty, graduate students, and other campus personnel and communities as recommended in the Libraries R1 report.
2. Implement and expand new models and tools for the creation, publication, dissemination, and discovery of academic research through initiatives led by a Scholarly Communications librarian and Clemson University Press.
 - Hire a Scholarly Communication librarian.
 - Hold regular workshops on book proposals and journal publishing.
3. Strengthen the Open Access Publishing program through the TigerPrints institutional repository and Clemson University Press journals.
 - Advocate for campus-wide open access policies for faculty and graduate student research and secure long-term funding to grow the Libraries Open Access Publishing Fund.
 - Create a collection development policy for TigerPrints with stakeholders to guide its future growth and direction.
 - Develop a marketing plan to promote the usage of TigerPrints for the deposit of research by undergraduates, graduates, faculty, and staff.
 - Work with the Graduate School to implement a streamlined ETD submission process utilizing TigerPrints.
4. Enhance the visibility, use, and impact of research data services and data management planning, and move toward a future Clemson University Data Repository.
 - Provide training for faculty, staff, graduate students, and undergraduate students on data skills.
 - Establish a data visualization space in collaboration with campus partners such as the Center for Geospatial Technologies.
 - Create a collection development policy for data.
5. Develop and strengthen collaborative partnerships with campus entities to support research at all stages in the arts, humanities, social sciences, and STEM fields.
 - Jointly sponsor lectures with the Humanities Hub.
 - Support new programs as they are created, such as the Master of Science in Data Science and Analytics and the Digital History PhD program.

Facilities

Maximize facilities resources in general-use and targeted-use areas and improve assessment, accessibility, and security

1. Maximize study and collaborative spaces to address current user needs.
 - Create spaces to support the research needs of graduate students and faculty.
 - Increase study rooms and collaborative spaces in Cooper Library, balancing group and quiet study space.
 - Expand or develop new spaces to facilitate teaching and learning for all users (e.g., Cooper 309 classroom, Cooper Makerspace, Data Visualization Lab).
2. Update technology and supporting infrastructure in existing spaces and investigate the creation of new spaces to promote the utilization of creative technologies.
 - Refresh digital signage.
 - Develop best practices for creative technologies in library spaces.
 - Make current spaces more visible to users and encourage greater usage.
3. Continually assess libraries-wide space usage and realign to address future needs.
 - Explore implementation of recommendations from the Cooper Library Master Plan.
 - Create an assessment plan to guide the evaluation of spaces.
 - Explore an action plan for new spaces and needs for processes and practices related to collections.
 - Create additional safe and secure space for Records Management and Archives.
4. Working with campus partners, improve accessibility, adaptive services, and resources at all library facilities, including (but not limited to) those with disabilities, LGBTQ individuals, and families based on Universal Design.
 - Increase and expand furniture, spaces, and technology for users with disabilities and different body types.
 - Renovate restrooms to be more gender and family inclusive.
5. Improve security and safety measures at all locations, implementing new technology as appropriate.
 - Participate in security assessment at each location, conducted by CUPD and review security procedures at branches and update documentation as needed.

Collections

Improve diversity, discoverability, and cost-saving of collections through partnerships and targeted general, digital, and special collections

1. Develop and participate in innovative collaborative partnerships with various global, national, and regional organizations for the purposes of resource sharing and cost savings.
 - Participate in multi-institutional work such as PASCAL, Lyris, ASERL, the Carolinas Consortium, South Carolina Digital Library, National Parks Service, and HathiTrust.
 - Adopt shared storage and shared acquisitions, cataloging, and collection management.
2. Assess usage of print and electronic collections in order to identify and fill gaps in the collection.
 - Use interlibrary loan statistics to investigate which journals should be purchased for the collection.
 - Conduct an assessment of physical library collections usage, especially as compared with electronic collections. Use the information gathered to update collection development policies and guide the movement of print collections to storage.
 - Complete the cataloging of government publications and non-PASCAL e-book collections. Relocate government publications and other print materials to off-site storage.
3. Acquire, preserve, and promote unique collections, including Special Collections & Archives, digital collections, and Clemson-related research collections.
 - Create or update collection development policies in the following areas: Agriculture, Architecture and Design, Athletics, Diversity, Local History, Military History, Textile History, and Science.
 - Create a formal university-endorsed Records Management process in accordance with the South Carolina Public Records Law.
 - Implement and support improved digital preservation infrastructure.
4. Increase discoverability of collections and services through the redesign of the libraries website and implementation of Alma/Primo and Leganto catalog management systems.
 - Integrate Special Collections' content management systems into the Libraries' main catalog (currently ArchivesSpace).
 - Follow best practices and policies defined by ExLibris and PASCAL workgroups to integrate Primo and Alma.
5. Increase the diversity of the collection in terms of authors, subject matter, and primary source material.
 - Evaluate and increase the current collection for titles pertaining to diversity and inclusion.
 - Conduct a collection analysis, create a collection development policy, and secure funding to support increasing content on diversity and inclusion.

Personnel

**Make strategic hiring decisions, improve organizational culture,
and increase diversity, equity, and inclusion**

1. Make strategic hiring decisions based on future needs. Include input from all levels: Dean(s), unit heads, supervisors, faculty, and staff.
2. Create a more diverse workforce through improved interview processes for new faculty, staff, and student employees.
3. Examine and evaluate unit workflows and realign processes and unit structures as recommended.
4. Improve organizational culture and personnel retention by increasing communication within the Libraries, offering more employee training, and identifying common practices for change and project management.
 - Strategically plan professional development and mentoring opportunities for all employees.
 - Increase collaboration between units on overlapping responsibilities and tasks.
 - Offer more opportunities for employee feedback and provide more recognition of employees' accomplishments.
5. Evaluate workplace policies and resources to ensure that they contribute to an equitable culture of inclusion and support a healthy work-life balance for all faculty, staff, and student employees.

Outreach

Improve communications, develop partnerships, and work with partners on campus and beyond to increase users' awareness of Libraries resources

1. Increase ambassadorship for the Libraries with key stakeholder groups and gain further guidance from them on improving library work through holding regular meetings with the Student Advisory Group, the University Libraries Advisory Committee, and the Libraries Leadership Board.
2. Determine priorities for assessment in order to provide exceptional services and collections for all patrons.
 - Create an assessment plan that includes evaluation of services, spaces, and collections.
 - Increase assessment efforts for patron feedback.
3. Improve online communications about the Libraries and its resources through the Libraries' website, social media channels, and university website.
 - Initiate a new website redesign strategy that focuses on a user-centered design, and a more uniform approach to content management and branding.
 - Increase visibility of virtual reference and research consultations, working with the marketing team to create promotional materials.
4. Develop, enhance, and maintain partnerships with other regional libraries and institutions.
 - Provide better access to library resources for Clemson students and personnel at all campuses, students at other institutions, and the greater community.
 - Increase access to resources and services for diverse populations.
5. Collaborate across units, committees, and within units of the Libraries and the University to raise the profile of the Libraries, its services, and resources with users and the larger community.
 - Create an imprint within Clemson University Press for books that feature the collections of the Libraries.
 - Increase exhibits across campus and online to showcase the richness and variety of Clemson Libraries' resources, especially those that emphasize diversity and inclusion.
 - Strengthen institutional cooperation in promoting open access and open education technologies and opportunities offered by the Libraries.
6. Work to increase annual gifts and endowments to Libraries in areas of need.
 - Explore new revenue sources.
 - Advocate for university funding for ongoing needs, including staffing, open educational resources, publishing, and collections to be on par with Clemson's R1 peers.
 - Identify resources needed, such as collections, on-going deficit for inflationary increases, and an increase in open educational resources and publishing.