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## Strategic Plan for 2006-2010

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## DeWitt Wallace Library MACALESTER COLLEGE Strategic Plan for 2006-2010

#### Vision

The Library's strategic plan for 2006-2010 articulates the vision for the future of the Library to January 2010. Our vision anticipates the changing needs and expectations of the Macalester community, and strives to provide exceptional experiences for our users as they pursue rigorous and diverse scholarly inquiry. The symposium report, *The American Library in 2010: A Vision,* states: **"These are the best of times for libraries.** People are hungry for information at the same time they are inundated with it. In the midst of information overload, students are looking for meaning and knowledge." At the same time, our students are approaching libraries with a different perspective. Students are now growing up "digital," and libraries must adjust to create learning environments that are fully supportive of these "digital"students. The Library must be a welcoming physical and virtual common space that "supports learners no matter where they are or what time their information need arises." Our vision and our plan for the future coalesce many of the following elements outlined in the symposium report <sup>3</sup>:

- The library is a place where learners create their own environments, access information, and create information products
- The library is a welcoming, comfortable, and highly functional meeting place
- Library staff and library-designed interfaces provide personalized services, enhancing and expanding portals
- Librarians teach all aspects of information literacy, which are fully integrated into the curricula
- Librarians and faculty work together in curriculum planning and teaching
- The library shifts its resources significantly toward digital material rather than print or analog
- The library supports an institutional repository, preserving, and providing access to the digital information assets of the College
- The library is the campus resource for fair use, intellectual property, privacy, confidentiality, intellectual freedom, and information policy issues
- The library regularly assesses how best to facilitate learning and allocates resources to balance trend with need
- The library takes risks with new technology and services, allowing itself to fail in instructive ways as well as to succeed

This vision is our starting point for developing a strategic plan for the Library. However, our vision must also be closely tied to the strategic directions of Macalester College.

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<sup>&</sup>lt;sup>1</sup> The Academic Library in 2010: A Vision; Report of Symposium 2010, March 14-15, 2005. <a href="http://www.library.american.edu/Symposium\_2010.pdf">http://www.library.american.edu/Symposium\_2010.pdf</a>. Emphasis added.

<sup>&</sup>lt;sup>2</sup> Ibid, page 2.

<sup>&</sup>lt;sup>3</sup> All text in italics is taken verbatim from the report. Text not italicized has been added.

Inspired by President Rosenberg's *Strategic Imperatives for Macalester College 2005-2015*<sup>4</sup>, the staff of the DeWitt Wallace Library has aligned our planning efforts with those strategic imperatives. Each of the four broadly-defined areas of the college goals resonate naturally and strongly with the ongoing mission and vision of the DeWitt Wallace Library: excellence in service and continuous improvement. As the Library aims toward the future, our direction will remain closely connected to that of the college as evidenced in the following objectives.

## Quality

The quality of the Library is always considered when assessing the quality of a higher education institution. At a recent library conference Jerry Kline, chairman and CEO of Innovative Interfaces, remarked that while accompanying his daughter to several college campus visits last year he found it notable that the only thing these tours had in common was a visit to the library. Prospective Macalester students and parents consider our Library as they evaluate their college choices. Current, future, and even former students and faculty naturally include our Library in their evaluations of the college's academic environment and perceived excellence. As our community assesses the quality of Macalester, the Library plays an integral role in both ensuring and demonstrating the breadth, depth, and quality of research resources and services available to the campus. To this end, we have identified the following Library objectives in the area of *Quality*:

### Objectives:

- Review the Library's vision, mission, and core values to carefully align them with the future of the college and accurately reflect the quality of the Library.
- Provide a collection that anticipates and responds to the needs of our community. Budget realities make this task both increasingly important and clearly challenging.
- Ensure continued service excellence throughout the Library by establishing plans to strategically evaluate and assess the overall quality of the Library in the following areas: physical condition, programs and services, collections, and staff skills and development.
- Plan for a new future that embraces the changes in our organizational structure. We now report to the Provost. Media Services is more closely tied to the Library. Expanding demands for Web Services require reallocation of resources toward the critical task of coordinating and supporting the development of the campus web environment, including full participation in the implementation of the Luminus portal.

#### **Community**

Several statements in the "community" section of the *Strategic Imperatives* document speak directly to the Library. In particular, the college archives, containing "the history and story" of the college, are housed in the Library. The Library is uniquely situated to provide leadership in "building and sustaining enthusiasm... for the mission, history, and character of the college." The Library is at the center of campus and we actively strive to be a "space on campus that brings the community together." In addition, it is our goal to reach out to all of the communities with whom we can build mutually beneficial relationships. To these ends, we have identified the following Library objectives in the area of *Community*:

<sup>4</sup> "World Class" Strategic Imperatives for Macalester College, 2005-2015. President Brian Rosenberg. (St. Paul, MN: Macalester College, 2005)

#### Objectives:

- Make a strong effort to build and enhance partnerships/relationships with other groups on campus to learn their story, to tell ours, and to see where we intersect in order to support each other. An important priority is to explore partnerships with the Institute for Global Citizenship, and develop a close working relationship that is as supportive and positive as our relationship with the Center for Scholarship and Teaching.
- Encourage and reward staff members who explore relationships in the Library community at large that will inspire new ideas, services, and successes.
- Encourage and reward staff members who share our ideas, services, and successes with others via workshops, conference presentations, and other outreach activities.
- Promote the value of the college archives, leveraging this collection and developing services to "build and sustain enthusiasm... for the mission, history, and character of the college."
- Develop a program to bring speakers to campus, and sponsor thoughtful discussions by promoting "Join the Conversation" as a central theme for library and campus events.

#### **Distinctiveness**

Academic libraries worldwide have a great opportunity to be focal points of distinctiveness for their campuses. At Macalester, the Library distinguishes itself through staff technological expertise, quality personalized services, a first-class instruction program, and innovative approaches to continous improvement. We have no end of dreams and ideas for what the Library could be if additional resources were available. With increased resources and financial support, the Library would ambitiously build on this campus goal of distinctiveness by creating innovative and dynamic new physical and virtual spaces as well as enhancing our collections and services to reflect a Library that is clearly unique and special, particularly in comparison to our peers. Nevertheless, within our constraints we do embrace President Rosenberg's challenge to become recognized for our "pervasive sense of excitement and innovation." We have identified the following Library objectives in the area of *Distinctiveness*:

### Objectives:

- Explore ways to emphasize, support, and celebrate the unique student scholarship and faculty-student research taking place at Macalester.
- Collaborate with faculty to introduce students to scholarship in a peer-review environment, to help them understand the intellectual property issues related to scholarly publishing, and to enable them to acquire research and writing skills that are easily transferred to future efforts beyond Macalester.
- Identify, digitize, and make available via the web scholarly content that is unique to Macalester.
- Continue to build on our information fluency successes to develop stronger connections
  with faculty, improve our collaboration with the Academic Information Associates, and
  find new ways to assure that our students can effectively navigate in a complex global
  information society.
- Leverage the resources of the Library, such as our College Archives and Digital Commons@Macalester (http://digitalcommons.macalester.edu/), to tell the unique story of the College.
- Review space within the Library and explore ways to make our building more distinctive, inviting, inspiring, and supportive of the 24x7 research environment. Consider ways to

interface with, and tie into, the development on south campus. (This is subject to approval for funding to bring in an Architect).

## Visibility

As expressed in the *Strategic Imperatives* document, it is essential that we "develop more visible and attractive doorways into the campus and more compelling experience for prospective students and other visitors to Macalester." The Library is situated in the heart of the campus and is a highly visible "doorway" that has a primary role in reflecting the academic integrity of the college. In the same way, the DeWitt Wallace Library web site serves as a "virtual" doorway to the universe of information for our community. Remote visitors to Macalester enter through the campus web site, which often provides the first impression of the college to the world. Macalester Web Services are centered in the Library, requiring a high support and maintenance commitment from library staff. The Library accepts the call to ensure a quality portrayal of Macalester as a "world class" institution via our physical space, our virtual space, and our Library collections and services. In order to do our part to ensure that Macalester College is "recognized as a college distinguished by exceptional academic quality" we have identified the following library objectives in the area of *Visibility*:

## Objectives:

- Enhance the Library web site to ensure the visibility and uniqueness of the Library through this vitally important "doorway" to our collections and services.
- Lead in the ongoing development of campus web services, including coordinating the implementation and development of the Luminus portal (SCT Administrative system).
- Create and implement a formal plan to increase Library marketing and promotion efforts that highlight our resources, services, and facilities.
- Promote the Library as a primary central meeting place on campus. Ensure that this is clear in the minds of our community.
- Promote our successes at conferences, workshops, and in publications.
- See *Distinctiveness* section above for physical space objectives.

#### Conclusion

The objectives outlined above provide the framework for preparing annual goals for the Library, Media Services and Web Services over the next four years. Building on the many accomplishments detailed in our Strategic Plan report for 2002-05, and striving to fulfill the objectives detailed in this 2006-10 plan, we will continue to focus on meeting the needs of current and future community members with enthusiasm and innovation. To this end, and to meet our vision and mission of excellence in service and continuous improvement, we have chosen to focus on the following for 2006.

## **Goals 2006**

#### 1. Appoint several task forces to review current and future Library operations.

- a. Revise the vision statement for the Library to include Media Services and Web Services.
- b. Review our structure, our teams, team names, meeting and reporting functions, as well as integrating core competencies across the organization.

- c. Identify and work with an architect to review spaces in the Library. Develop a plan to transform the focus of the building from a space for collections to a space for inquiry and learning.
- d. Collect feedback about our services by completing our third-year survey (previously done in collaboration with CIT).
- e. Develop new means to collaborate with ITS, and the new Associate VP for ITS.
- f. Develop a plan for a record management program to preserve both digital and print materials that are essential for maintaining a complete history of the college.

## 2. Continue to develop our collections and ensure that we are able to sustain our development within budgetary limits.

- a. Complete review of our Electronic Resources Collection.
- b. Continue weeding main collection to eliminate duplicate copies.
- c. Identify materials to remove from periodicals either by weeding or transferring to MN Access Center.
- d. Evaluate departmental serials budgets and propose appropriate and necessary actions based on budget shortfalls in FY 06-07.

### 3. Continue to evaluate the excellence of our public service points.

- a. Assess role of service desks and evaluate for consistency (training, etc.) continuation of 05-06 goals.
- b. Evaluate laptop checkout for staff and faculty from Reserves Desk.
- c. Evaluate signage and make improvements where necessary.

### 4. Expand our Information Fluency program.

- a. Develop a collaborative program with faculty to use Digital Commons to introduce students to the peer review process in scholarly publishing.
- b. Establish a quality control plan in Library instruction program through peer/mentor feedback program.
- c. Work closely with faculty in first year courses to successfully implement the new FYC library requirement.
- d. Seek new opportunities in upper division research courses.
- e. Continue to collaborate with CST and MAX Center for ETCOI (May 2006).
- f. Continue to develop assessment tools and collect feedback to measure our progress.

#### 5. Increase visibility for campus publications and College history.

- a. Increase visibility for Digital Commons.
- b. Digitize the MacWeekly.
- c. Celebrate student publications both in digital presentation and with formal celebrations.
- d. Work with Admissions to feature photos of Macalester's unique identity prominently in their spaces.
- e. Increase presence of the Archives on the web.
- f. Collaborate with Media Services and College Relations to organize digital audio broadcasts for preservation purposes; explore possible use of DigitalCommons for location of audio files.

## 6. Improve campus and Library web sites.

a. Actively engage in Luminus portal implementation.

- b. Ensure personal customization features currently available in LESTER either by merging into Library web site or implementing within Luminus portal.
- c. Implement the New Book List.
- d. Continue to enhance Library web site through new technologies and continue to find ways to utilize LibData.
- e. Increase personalization and customization of web resources.
- f. Focus on creating and featuring prominent links to digitized content (Digital Commons, Faculty Publications, digitized MacWeekly)

## 7. Enhance the Library as Community Learning Space.

- a. Develop a plan to further "Join the Conversation" theme.
- b. Further refine MacReads program working closely with the Alumni Dept.
- c. Continue work on food and drink policies within Library.
- d. Consider ways to promote the Library as a central meeting place.

## 8. Find means to share our successes, promote our unique programs, and continue our development as a learning organization.

- a. Encourage all staff to look beyond our library for ideas/inspiration/services/successes to bring back and share.
- b. Work with Accreditation Review.
- c. Identify new indicators that measure academic excellence in relation to library services.
- d. Tell the story of the Library via displays, publications, digital projects, archival collection, little tidbits brought "from the Library" to promote our services/collections/college history, etc. (i.e., Bulletin: "Did you know?" or "This month in college history" sponsored by the library.)
- e. Plan for ACM Program June 2006.
- f. ETCOI program May 2006.
- g. Encourage staff to promote the Library and our programs through conferences, presentations, publications.
- h. Engage faculty in discussions about changes in scholarly communication.

#### **Goals 2007**

To be developed in January 2007

#### **Goals 2008**

To be developed in January 2008

#### **Goals 2009**

To be developed in January 2009

## MEDIA SERVICES GOALS 2006 – 2007

- 1) Develop collaborative efforts with Library and Web Services, including more responsibilities for the Media Resources Specialist.
- 2) Work with AIAs, Library and Campus Programs to educate the community on media copyright policies, especially regarding video and internet resources.
- 3) Continue media equipment and facilities planning for the new Athletic/Recreation Center.
- 4) Improve digital editing facilities and procedures.
- 5) Improve orientation and training process for student employees.
- 6) Explore Internet2 potential for video and conferencing applications.
- 7) Continue collaborative efforts with AIAs to better support classroom technology.

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