

Gould Library Mission, Vision and Strategic Plan 2006/07 – 2009/10

1. Mission statement (2001)

The Laurence McKinley Gould Library serves Carleton by collecting, preserving, and building connections to the record of human knowledge. By creating a setting conducive to learning, discovery, and cultural excitement, we help faculty, students and staff meet academic and personal goals that extend knowledge and promote achievement in the individual and in the community.

2. Vision Statement (May 12, 2006)

Over the next 10 years, the library will:

Collaborate with other campus academic service units to coordinate our collective support of learning, teaching and research at Carleton.

Develop relationships with other departments, libraries and cultural institutions that aid us in providing cost-effective access to a broader range of information resources and developing innovative services.

Partner with faculty to integrate information literacy and research skills more fully in the curriculum and support student and faculty scholarship.

Transform into an organization encompassing the full range of information resources and services needed to support learning and teaching. We will continue to expand our expertise in the management of text, visual and sound resources, data and other genres as needed.

Experiment with new service models in response to changes in scholarly communication and faculty and student needs. We will adapt our services to meet new user needs, take advantage of emerging technologies, support changes in pedagogy, and contain costs.

Advise the campus community on information-related issues. We will contribute our expertise on topics such as interface design, intellectual property, research skills, and the evaluation, acquisition, organization, production, and archiving of information.

Support a college-wide effort to create an institutional repository to archive and disseminate the college's unique digital assets. We will provide leadership to ensure perpetual access to the college's unique scholarly output and other digital assets related to academic and cultural programs documenting the intellectual history of the college.

Unify disparate information resources into a single system with an intuitive search interface. We will implement a system that allows users to search for books, journal articles, images, archives, data, and other resources from a single search page.

Expand the library building to connect with the CMC, creating spaces for quiet reading and research, group work, technology-rich classrooms, and new services. We will work closely with faculty, staff and students, to design spaces where learning and teaching takes place across disciplinary boundaries and the organizational structure of the college.

Create a dynamic learning environment offering students an easy to navigate configuration of resources, services and tools in a single location. We will explore creating a joint service program among academic service units in the expanded library.

Enhance intellectual life on campus through a lively program of interdisciplinary discourse that celebrates books and ideas, nourishes intellectual curiosity, and provokes a sense of wonder in the liberal arts. We will focus our programs of art, cultural events, and exhibits to contribute to learning and teaching in specific courses, to the visual literacy and aesthetic development of students, and to fostering a “consciously creative community”.

Strategic Plan Summary (May 12, 2006)

Academic libraries are in the midst of an exciting transformation. They are responding to changes in scholarly communication, methods of teaching and learning, and in the way students are using information. Students and faculty are using many types of digital content and software tools in producing a wide range of scholarly output. The library’s strategic plan embraces these changes in research and scholarship while also reaffirming the role of printed materials in research, teaching and learning.

Our overall strategic aims are:

- Promote effective collaboration campus-wide to help make strategic choices about information resources and services on behalf of our users.
- Integrate library staff more fully into campus policy and planning efforts and integrate the library into the cultural life of the college and community.
- Widen the campus discussion on the future of scholarly communication and publishing and help develop a better understanding of their implications for the role of libraries.
- Develop a better understanding of how students work and use the library, and implement services to better meet their needs.
- Experiment with new approaches to services, technologies, space, and furnishings to respond to faculty and student needs.
- Build on partnerships with St. Olaf, the Carleton College Archives, and other local and regional institutions to develop richer collections and promote seamless access to resources.
- Secure adequate funds and staff expertise to continue initiatives in library arts and exhibits, development of digital collections, and acquisition of collections in traditional and new formats.
- Create physical spaces to support services, collections, and technologies that promote teaching, learning, scholarship, and community.

The library can only accomplish its strategic goals (see Strategic Plan Details) through close collaboration with staff and faculty at Carleton and beyond. Through these partnerships we intend to provide resources and services to support learning and scholarship, and the intellectual life of the college.

Strategic Plan Detail (June 8, 2006, updated September 10, 2008. Updated items that are marked with ↵)

Space

- ↵ Working jointly with ITS, hire architects to work on a plan for library renovation to enhance integrated curricular support for students and to dovetail with planning for Arts Union. Broaden the conversation within the library about the implications of planning for Arts Union for the library and for academic support services at N. end of campus.
- Address the space issues caused by the library reaching its collection storage capacity in 2007-2008.
- Reconfigure existing space to accommodate new services and technologies, such as:
 - Technology-based student collaborative work.
 - Potential changes in library workflow and operations.
 - Possible joint services with other units.
- Investigate the idea of a café in the library.

Partnerships

- Partner with interested faculty and departments in course and assignment planning, curricular initiatives, and curriculum review.
- Develop a report on student scholarship and research skills with the Library Committee and others.
- Share library staff expertise by consulting with interested campus units on the identification, organization, use, and preservation of information.
- Work closely with Information Technology Services (ITS) to:
 - Plan and implement technology-intensive projects.
 - Coordinate service models in support of student work.
 - Continue to develop relationships among library liaisons and ITS coordinators to provide better services.
 - Develop a joint strategic plan between the library and ITS.
- ↵ Continue to coordinate the joint Research/IT service point with the SCIC
- Investigate developing joint service plans with other Carleton academic support units.
- Attend Education and Curriculum Committee meetings and other appropriate campus policy forums.
- ↵ Discuss with ITS their re-organization and its implications for our partnership.
- ↵ Partner with appropriate groups on campus regarding assessment.
- ↵ Solidify and strengthen partnerships with Music ResourceCenter, LTC, Archives, Writing Center, and others with whom we are working.
- Develop a strategic plan for Bridge Consortium with colleagues at St. Olaf.
- ↵ Participate in implementing recommendations of Mellon Integrated Curricular Support planning grant project.
- ↵ Participate in campus initiatives on student life and intercultural life (for instance, with TRIO and Student Campus life and First Year Experience).
- ↵ Participate in Digital Archiving Group (subset of Technology Planning and Policy Committee)
- ↵ Participate and provide leadership in Northfield History Collaborative and LASR.
- ↵ Continue participation in the MN Oberlin college library groups.

Services

- Build on our existing information literacy program

- Study how information literacy is currently taught.
- Secure a grant to incorporate information literacy into the curriculum at the departmental, course, and assignment levels.
- ☞ Focus on increasing awareness of information ethics and intellectual property rights. Pair with curricular initiatives and discussions on changes in scholarly communication.
- Participate in the college curriculum review.
- Develop and implement programs to support existing and new curricular initiatives, such as visuality, quantitative literacy, information literacy, ethics, writing across the curriculum, and interdisciplinary science.
- ☞ Experiment with tools to provide seamless and customizable access to distributed information resources. Investigate tools for visualization and federated searching, and next generation ILS systems, including open-source systems.
- Collaborate with interested departments and ITS to enhance access to departmental collections (e.g. photos, slides, minerals, data, recordings).
- Retool our technical services processes and methods to handle an increasing number of e-resources and develop our capacity to provide metadata services.
- ☞ Experiment with selection, acquisition, organization, and access to data, sound and image resources, and other digital content as needed by faculty and students.
- Participate in the implementation of course management software at Carleton and help ensure that library content is integrated and that appropriate content (e.g. syllabi, tests, papers, etc.) is archived.
- Collaborate with ITS to provide support for content and media production in the curriculum.
- ☞ Undertake a formal review of our Special Collections program to: assess campus needs and interests; make recommendations regarding budget, staffing, conservation, curricular connections, etc.; develop possible scenarios for growth and development of collections and teaching; and prepare a strategic plan.
- ☞ Through the Assessment Team, plan and implement a program of determining the needs of our users, communicating them as appropriate to inform development of services, and assess the efficacy of our services in meeting user needs.
- Continue to offer cultural events to support the college's needs and interests.
 - Develop a strategic plan for art and exhibitions.
 - Strengthen our capacity to support curricular exhibitions.
 - Explore closer partnerships with College Art Gallery, Department of Art and Art History, the new arts center, and the college arts initiative.
 - Continue our program of athenaeum speakers and other cultural programming

Collections

- ☞ Continue beyond the Mellon grant to work within the context of Bridge Consortium cooperative collection development project:
 - Develop the Carleton and St. Olaf library collections so that they operate as one.
 - Identify areas of strength in our general and special collections which Carleton will build more intensively over time.
 - ☞ Continue the transition from print to electronic journals as appropriate to the college's needs, including continued consolidation of print journal runs and archiving of e-journals.
- Support archiving and dissemination of the digital scholarship of Carleton faculty and students. In cooperation with national liberal arts organizations (NITLE and LASR), implement an institutional repository.
- Review our selection model, particularly the role of faculty in the selection process.

- ✎ Identify and begin digitizing important Carleton content and other suitable materials from the library, archives, and other campus sources. Continue the D-Team's work to knit together content from different platforms and campus-wide collections into a digital collection with a coherent front-end webpage for Carleton.
- ✎ Implement a new search and delivery platform for *The Carletonian*.
- Collaborate with the Carleton College Archives, Northfield Public Library, Northfield Historical Society and St. Olaf to ensure that materials relating to the history of Carleton and Northfield are systematically identified, acquired, organized, preserved and made accessible.
- ✎ Through the Data Team, continue to build our capacity to provide data and data services in support of the curriculum.
- ✎ Investigate and whether and how to include in Bridge free web resources such as the American Memory Project.

Staff

- Review library organization and workflows to determine if it we are optimally organized. Implement any changes in workflows and organization that may be necessary or helpful.
- Ensure sustainable models of service and adjust staff levels as needed.
- Develop strategies for staff retention and succession planning.
- Develop recruiting strategies for increasing diversity.
- Expand staff development and travel opportunities to build skills and develop programs as needed.
- ✎ Continue to nurture and develop the team structure implemented July 2007, and develop criteria for adding new teams.
- ✎ Continue commitment towards a review of non-exempt positions.

Budget and Financial Support

- Secure an endowment fund to support special collections acquisitions and conservation.
- Secure funding to make the Library Curator of Arts and Exhibitions position permanent.
- Increase the budget for staff development and travel.
- Work with college administration to align salaries with the Minneapolis and St. Paul metro area and the 75th percentile among our peer institutions (Oberlin Group libraries).
- Work with the college administration and Library Committee to:
 - Secure sufficient funding to maintain collection quality and enhance the collection in international resources, data, sound, visual resources, and other primary source material.
 - Provide collection support for new faculty, new departments, and new initiatives.
 - Develop a funding and budgeting strategy to acquire large digital library collections.

Other

- Continue to raise the local and national profile of the library through publications, conference presentations, and a public relations program.
- Update our statistics on budget, collections and usage to portray an accurate picture of library use and how it is changing.
- Promote sustainability and stewardship of resources through reducing paper consumption, appropriate use of lighting when the library is closed, improving the green features of our existing building, and designing a building addition with sustainability in mind.