

Carleton College Gould Library Strategic Plan: 2009-2012

To advance the mission and vision of the [library](#) and the [college](#), the library's strategic plan sets forth our key strategic priorities for the next three years. While this is primarily an internal document for the benefit of the administration, library staff and library committee, we hope it will also be of interest to others in the college. Questions, comments, and suggestions are welcome.

Implementing the strategic objectives below in ways that are measurable and assessable will be a priority and, we hope, a contribution to campus assessment efforts. We will continue to experiment with new services, technologies, space and services to respond to student and faculty needs, and changes in scholarly communication. Partnership and collaboration (within the library, with outer groups on campus, and with groups off campus) permeate our strategic plan and are a core value of the library. Working efficiently and effectively in difficult budgetary times will be a key theme in the years ahead.

Highlights of the strategic plan

- Creatively engaging with the development of a campus model for coordinated curricular support.
- Participating in the implementation of the new graduation requirements and support of new and ongoing curricular initiatives.
- Managing of the growth of electronic resources, including paid and free web resources, media resources, data, images, sound, and other emerging information genres.
- Optimizing the use of space in the library, particularly in response to changing student use patterns (e.g. uses of technology and collaborative work and accommodating collection growth).
- Increasing our capacity to develop unique and Carleton-specific digital collections.
- Merging the archives and library and strengthening Carleton's capacity to properly steward its print and digital records.

Details of the strategic plan

Space:

- Evaluate how effectively service space in the library is being used and reconfigure existing space as needed to:
 - Accommodate/enhance curricular support services and technologies
 - Better support for student work including changes in technology use and increased collaboration
 - Plan for space needs of Archives and Special Collections
 - Identify new use for current periodical room
 - Create possible joint service points with other units (both within and with groups outside the library)

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- Address the space issues caused by the library, special collections, and the archives all reaching collection capacity.
- Evaluate the existence and location of specialized collections (e.g. those in the Rookery)
- Implement the recommendations of the 2008 report “Space Planning for the 12 Years of Library Collection Growth”

Services (Collaborative, external):

- Adapt our information literacy program to support the college’s new graduation requirements and curricular initiatives.
 - Increase awareness of information ethics and intellectual property, and changes in scholarly communication
 - Continue to develop and implement an information literacy rubric for analyzing the writing portfolios
 - Implement LibGuides
 - Explore and develop ways to assess student success in relation to information literacy program
- Collaborate with interested departments and ITS to enhance access to departmental collections (e.g. photos, slides, minerals, data, recordings)
- Continue with selection, acquisition, organization, and access to data, sound and image resources, and other digital content as needed by faculty and students
- Continue to offer cultural events and strengthen our capacity to support student-curated curricular exhibitions
- Support the service, outreach, and teaching functions of the Archives.
- Continue creative engagement with curricular support initiative
- Evaluate Research/IT SCIC model of student computing support

Services (Internal):

- Experiment with and evaluate tools to help users find what they are looking for across a range of resources
 - Continue to investigate tools for visualization of search results
 - With the Bridge consortium and MNObe evaluate next generation ILS systems including open source systems
 - Maximize use of existing tools (such as Millennium, SFX, MetaLib, etc.)
 - Develop a policy and procedure for identifying and providing access to free web resources such as Google Books and Magazines, and American Memory Project
- Retool our procedures and processes to
 - Handle an increasing array of information genres (free and purchased web resources, data, media, etc.)
 - Continue to develop our capacity to provide metadata services
 - Support processing of archival materials, including student work
- Investigate the optimal arrangement between Special Collections and Archives in terms of organization, operations, and collection scope.
- Partner with Institutional Research and other appropriate groups on campus regarding assessment
 - plan and implement an ongoing program of determining the needs of our users
 - assess the efficacy of our services in meeting user needs

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- Use Zimbra to develop an internal library calendar to coordinate events, vacations, etc.
- Review and redesign the library website, particularly with consideration to access expanded electronic resources and digital collections

Collections:

- Continue Bridge Consortium cooperation in developing two collections that operate as one.
 - Continue to eliminate duplication as much as possible through joint weeding and serials review
 - Explore possibility of a legal structure to allow increased joint licensing
 - Continue to coordinate trials of electronic resources with St. Olaf
- *Periodicals*
 - Continue to transition to the most appropriate format in terms of space, pricing, access and content
- *Books*
 - Identify areas of strength in our general and special collections to build more intensively over time
 - Build collection to support new areas in the curriculum and new majors
 - Develop a plan for supporting electronic books, including equipment required to read them
- *Carleton Digital Collections*
 - Develop a strategic plan for continuing to digitize and publicize 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
 - Continue to work with the Digital Archiving Group towards responsible stewardship of Carleton's digital assets, including the development of an institutional repository.
 - Participate and provide leadership in the Northfield History Collaborative
 - Implement a new search and delivery platform for *The Carletonian*
- *Archives*
 - Develop a 3 year strategic plan for the Archives
 - Strengthen communication and outreach throughout college to insure that valuable records are identified and transferred to the archives regularly
 - Improve access to archives collection
 - Develop a records management program
 - Develop capacity to process, arrange, and make accessible all receipts on a timely basis, with special emphasis on photographs
 - Review and update basic operating documents: mission, collection development, job description, and processing manual.
 - Strengthen the archives website, create online access to collection information
- *Media*
 - Conduct a 5-year evaluation of the Media collection and services
- *Electronic Resources*
 - Review the role of faculty in selecting electronic reference collections

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Staff:

- Review library organizational structure and workflows in light of inclusion of the Archives. 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
- Provide or maintain staff development opportunities to build skills and develop programs as needed
- Continue to nurture and develop the team structure and leadership. Evaluate the need for current or new teams.
- Explore possible internship programs (during or post MLS) to augment library staffing and possibly address diversity

Budget and Financial Support

- Secure an endowment fund to support special collections acquisitions and conservation
- 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.
 - Develop a funding and budgeting strategy to acquire large digital library collections.
 - Restore library acquisition support after the budget crisis subsides
- Work with the Development Office to secure more general library use funds that are not restricted.
- Investigate how we can reduce costs through working smarter and/or more collaboratively. Are there things we can stop doing or do less of?

Other

- Continue to raise the local and national profile of the library through publications, conference presentations, and a public relations program.
- Refine the collection and presentation of 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
 - Work with facilities to re-evaluate use of lighting when the library is closed
 - Design building changes with sustainability in mind
 - Investigate possible ways of reducing paper consumption
- Develop a method for systematically maintaining awareness of developments in librarianship and information management including, but not limited to cloud computing, mobile devices, geo-aware devices, personal web, semantic web, smart objects, user-created content, etc.