# College of the Holy Cross Libraries
## Strategic Plan 2012/13 – 2015/16

## Mission

The College of the Holy Cross Libraries further the mission of the College, a Jesuit liberal arts institution, in its pursuit of excellence in teaching, learning, and research.  The Libraries support the curriculum, promote intellectual curiosity, and serve our community by providing resources, access to information, and instruction in the development of research skills.  As a central part of student life, the Libraries create a welcoming and accessible integrated learning environment where diversity is embraced and respected.

## Vision

As advocates for academic, intellectual, and personal freedom, the College's Libraries will provide access to information and instruction that promote advances in pedagogy and technology, while embracing global perspectives.

## Values

**Service**:  We value providing personalized service by offering prompt and courteous assistance with information needs.

**Learning**:  We believe that the Libraries are essential to the College's academic life, and we support the liberal arts tradition in cultivating critical thinking and a desire for lifelong learning.

**Access**:  We provide access to reliable and relevant information and resources.

**Collaboration/Cooperation/Partnership**:  We value the cooperative spirit of the diverse communities comprising the College that gives it its cohesive character.

**Innovation**:  We welcome innovation that engages learners and supports teaching and research.

**Preservation**:  We honor the heritage of the College through the preservation and promotion of its history and resources.

**Diversity**:  We support academic, religious, and cultural diversity that fosters mutual respect and unity within the College.

**Freedom**:  We promote academic, intellectual, and personal freedom, which encourage critical inquiry, imagination, and reflection leading to the development of an educated person.

# Strategic Plan

## Introduction

The Library's mission and programs are directly linked to the College's Mission. When the College's latest Academic Strategic Plan is finalized, the Library's strategic plan will be reviewed to ensure it reflects the aspirations and priorities of the College in its core activities of learning and teaching. The Library Strategic Plan will provide a clear and coherent focus for investment in the Library for the next three years. Progress in implementing the plan will be reviewed annually and will guide the Libraries in developing annual goals for the Library as a whole, for each department, and for each staff member. In 2015/16 (or earlier) the Strategic Plan will be updated to establish strategic priorities for the next three years. All Library staff had the opportunity to participate in the drafting and approval of this document, and it was reviewed and approved at the all staff planning retreat held May 15, 2012.

Three major strategic directions are addressed: Teaching, Learning, and Engagement; Information Resources: Discovery and Access; and Library Environments. Within each category, goal statements and key initiatives are articulated.

## 1. Teaching, Learning, and Engagement

We will strengthen the educational impact of Library programs. Our services will be tailored to meet specific educational goals and student needs in the academic departments and programs of the College. Working in partnership with faculty, the Dean's office, and other College departments, Library staff will participate directly in the teaching and learning mission of the College. This will include supporting students in developing excellent research skills, in becoming effective and ethical digital citizens, and in preparedness for academic success at Holy Cross and for a lifetime of learning. Our marketing and outreach efforts will be designed to match users' communication channels and work styles, and will make the community more aware of how the Library can contribute to student success. Ongoing assessment will inform program development with understanding of user needs and expectations, and by measuring our success in achieving learning outcomes.

### Goals

Develop an information literacy program that becomes increasingly integrated into individual course assignments, the learning goals of academic departments, and the College curriculum. Ensure that students have basic research skills and know how to be responsible scholars.

- Partner with faculty and the Center for Teaching to identify learning outcomes relevant to Library programs, and to develop approaches to empowering students to effectively find, evaluate and use information.
- Re-invigorate the academic department liaison program with a focus on student learning and increase outreach to faculty.
- Experiment with new forms of reference services, including expansion of individualized research consultations.
- Ensure that staff members have the necessary skills and training to take on innovative teaching roles.

Empower students and faculty with digital skills so that they can discover, evaluate, and use information now and in the future.

- Provide leadership in using digital tools in learning and teaching.
- Embed digital tools and systems into our reference and research services to improve skills necessary for successful academic experience.
- Partner with faculty and departments to develop a data services program to include GIS, visualization and analysis of data, and data curation capabilities.

Realize the potential of the Library as an intellectual commons for Holy Cross.

- Develop in the College community a full and imaginative sense of how the Libraries can contribute to learning and teaching.
- Collaborate with departments to foster partnerships to utilize the Libraries as venues for cultural events and learning activities.
- Develop a communications program to promote understanding and use of the Library, physical and virtual, and ensure that staff have skills and training to use relevant tools effectively.

## 2. Information Resources:  Discovery, Access and Stewardship

Providing services and scholarly resources in formats that best fit user needs, we will develop a sophisticated online Library presence while providing cost-effective traditional Library resources and services.  We will continue to build a hybrid print and electronic collection, while carefully managing our legacy print collection to provide enduring preservation and access even as we shrink the central campus footprint of the print collections.  Our internal workflows in discovering selecting, managing, organizing and delivering resources will be streamlined as we continue to review our operations and are able to license new information management tools. With its distinctive rare books and special collections, Holy Cross is differentiated from peer

institutions.  We will enhance our capacity to build and care for these College treasures, and to promote and support their use in student learning.  Through digitization and discovery tools we will provide leadership in expediting access to Holy Cross's locally created content.

## Goals

Use new technology to dramatically improve systems for finding and using scholarly resources to support student learning, faculty research, and teaching productivity.

- Redesign and maintain a robust and dynamic Library web gateway to all Library resources and services.
- Integrate web services and improve interfaces to provide more intuitive, transparent and coherent access and discovery.
- Expand mobile Library resources and implement Library-specific applications.
- Advance and maintain discovery tools that will provide an integrated search of both print and digitized institutional resources.
- Provide support and training for content creation for faculty and students; encourage transition to electronic resources and tools as appropriate.

Provide leadership in establishing the College's digital repository for faculty papers, honors theses, College publications, and other scholarly outputs of the Holy Cross community.

- Work with faculty and Dean's office to implement policies and procedures for showcasing student and faculty content via this institutional repository platform.
- Digitize and create metadata for unique Library materials to provide broader access to these resources, and continually investigate new opportunities and technologies.
- Provide advice, training, and assistance for faculty, staff, and students on author's rights, fair use and web publishing.
- Make all finding aids for archives and special collections more accessible online.

Evaluate, update, and revitalize our collection development and management activities to improve our collection to better serve the diverse needs of our users.

- Re-envision and strengthen collection development to continually assess the correct balance of print and digital resources needed to serve Holy Cross academic programs, to recalibrate the materials budget structure accordingly, and to ensure cost-effective collection-building and optimal faculty input.  Investigate potential for cooperative collection development in the region.
- Develop a comprehensive collection management plan articulating the goals, criteria, guidelines, and methods for managing our legacy print collections.  Investigate participation in shared print archiving programs to ensure enduring access to collections. Research electronic tools to aid in collection management.
- Consider inventorying the collection and establish a sustained database maintenance program that will ensure quality access to our collections.

- Investigate and implement a digital archiving service to provide long-term access to licensed digital resources and to College digital content.
- Streamline acquisition and ordering procedures to include greater integration of print and electronic workflows as well as patron-driven acquisition. Investigate automated collection development tools.
- Investigate the acquisition of datasets from both College and external sources to be used to support original research projects.
- Continue to evaluate new devices, software, packages and platforms that provide access to digital content.
- In partnership with College administration and development office, develop a robust program of acquiring manuscript collections of prominent alumni and in subjects consonant with College curriculum and traditions.

## 3. Library Environments: Renewal of Dinand as an Historic Building and Creation of Dynamic Learning Spaces

We will undertake a formal study to investigate key trends and innovations regarding optimal library and learning facilities for residential liberal arts colleges and develop a comprehensive renovation plan for the Holy Cross Libraries. We will propose a plan that will articulate how collections, services, external partners and programming can be integrated in Library spaces to present a continuum of services to users. In advance of a comprehensive renovation of Dinand, we will work with academic and administrative campus partners to add capacity and features that contribute to realizing our vision of the Libraries as integral to the College's academic and intellectual endeavors.

### Goals

Provide a range of individual and collaborative study and social learning spaces within the Libraries to accommodate different learning styles including social learning activities.

- Establish a Learning Commons in Dinand Library which will incorporate a variety of public and group workstations, and will make available to students laptops, tablets, digital cameras, video cameras, and scanners. The Commons will provide expert service and be a place where students will be able to conduct research, get reference and technical assistance, locate and analyze data, design web pages, develop e-portfolios, and collaborate on multi-media projects.
- Expand the number of group study rooms and equip group study rooms and teaching spaces with technology and connectivity.
- Repurpose some existing spaces to foster social learning, spaces designed to be multipurpose and which support Library sponsored academic events, exhibits, and presentations organized by students, faculty and staff.

- Redesign public workspaces to allow for more collaborative seating while retaining quiet individual study areas.

Implement needed renovations to the Libraries' physical spaces to provide the most welcoming, efficient, and comfortable environment. Work closely with campus facilities partners to ensure that our decisions regarding near term improvements serve as an effective bridge to a future, comprehensive overhaul of Dinand Library.

- Improve existing public and staff spaces, including staff work and break areas, faculty carrels, and restrooms.
- Renovate and refurbish the Dinand Library reading room recognizing its importance as a historic and iconic academic space on campus.
- Identify and implement updates to the HVAC and lighting systems in compliance with LEED and ADA standards and in support of campus sustainability initiatives.
- Improve the ambiance of the Libraries by incorporating elements such as a reading garden, plants, and student, faculty, and staff art.
- Upgrade technology, connectivity, furniture and furnishings throughout the Libraries.

Combine or move similar service points together to increase efficiency and user satisfaction.

- Consolidate Access Services to a multifunctional area.
- Investigate conversion of current Reference Desk space to more private and individual consultation spaces.
- Incorporate external partners and programming to support and encourage campus-wide collaboration, possibly including the Writer's Workshop, Center for Teaching, ITS, Academic Services and Learning Resources, Student Development and Office of Student Involvement.