College of the Holy Cross
LIBRARY STRATEGIC PRIORITIES, GOALS, and VALUES
July 2022 - June 2025

1. **Engage and enrich the student research and learning experience through programming, collaborations, collections, instruction, and service, space, and technology improvements that align to academic and institutional goals and needs.**

    A. GOAL: Seek funding opportunities that support the work of the Library Strategic Priorities and Goals.

    B. GOAL: Advocate and develop new, and improvements to, library spaces that address academic and research needs of faculty and students, and that create positive, inviting, and comfortable environments that contribute to intellectual success as well as safeguard the collection.

    C. GOAL: Assess key service points as a tool of engagement between our community and the library to identify opportunities for improved service, collaboration, and relationship building.

    D. GOAL: Assess the current state of library instruction and research support for students to identify change, improvements, and new opportunities to further information literacy and library awareness that incorporates new pedagogical techniques and learning modalities while responding to campus curricular changes and needs.

    E. GOAL: Establish a plan for ongoing platform, software, and technology development, maintenance and improvement with alignments and support from ITS to meet the changing instructional, operational, and research needs of the Library and Archives, and faculty and students..

    F. GOAL: Complete the migration to FOLIO and public interface implementation assessing both staff and user experience to ensure usability, efficiency, and discoverability.

    G. GOAL: Promote and expand the integration of collections and services into College courses.

    H. GOAL: Improve and expand our collections to keep up with the Holy Cross curriculum as well as best practices in DEI and higher education while balancing print vs electronic.

    I. GOAL: Create a process to review materials, both print and electronic, for the purpose of deselection and development.

    J. GOAL: Establish collection priorities that make unique, hidden collections discoverable and accessible.

    K. GOAL: In conjunction with the FOLIO implementation, build familiarity with alternate metadata standards/schema to expand support of Library and Archives projects.

2. **Maximize the library's expertise in identifying and supporting faculty research and scholarly production. Provide leadership in response to current and emerging needs and an evolving higher education landscape.**

   A. GOAL: Develop a model for assessing the intellectual focus, output and impact of academic departments' research and publication efforts to aid in directing the development of future research support services.

   B. GOAL: Develop a plan that highlights services available to faculty, students, and staff of the College.

   C. GOAL: Build outreach to faculty working in the landscape of digital scholarly production to improve and expand communication and collaboration between faculty and librarians and archivists.

   D. GOAL: Utilize faculty profile data, identify, acquire, support, and promote faculty members' scholarly works and research interests. Build practices that internally share this data within the library to improve department awareness, planning, and outcomes.

3. **Foster and facilitate active engagement with collections and scholarship through innovative instruction and programming, and through thoughtful expansion and improvements to access and discovery of physical and virtual information resources.**

   A. GOAL: Expand programming opportunities that engage the College community with information and collections, and the authors and industry that forms scholarly communication in higher education.

   B. GOAL: Develop an outreach plan focused on informing all faculty of the collections, services, staff skills, policies, and practices of the Library and Archives.

   C. GOAL: Promote the Library as the go to for Worcester resources, building a collection for research needs of faculty and students who pursue Worcester-specific data and content.

   D. GOAL: Build a plan that identifies the priorities, required resources, opportunities, and challenges to ensure the support for and the continued growth of CrossWorks, the College's institutional repository for faculty papers, honors theses, College publications, and other scholarly and creative outputs of the Holy Cross community.

   E. GOAL: Work with faculty and Provost's office to implement policies and procedures for preservation and showcasing of student and faculty content via the institutional repository.

   F. GOAL: Provide education and assistance for faculty, staff, and students on author's rights, fair use, web publishing, open access, copyright, data management and digital tools.

G. GOAL: Form a digital scholarship committee with representatives from key stakeholders such as the library and Educational Design and Digital Media Services to provide streamlined support for the College's research and digital scholarship activities and to promote the use of the College's unique collections.

H. GOAL: Implement Preservica for the preservation of archival born-digital records and digitized archival materials.

I. GOAL: Implement ArchivesSpace to make finding aids for Archives and Distinctive Collections more accessible and searchable.

J. GOAL: To provide broader access to Archives and Distinctive Collections resources, set annual priorities and an implementation plan for digitization, metadata creation, and deployment into Preservica.

K. GOAL: Enhance access to and the user experience of content, collections, and services associated with Archives and Distinctive Collections through website improvements that incorporate new web based technologies.

L. GOAL: Develop a vibrant digital exhibits program that leverages digital tools to showcase unique collections from Archives and Distinctive Collections

M. GOAL: Develop a strategy to ensure ArchivesSpace, CrossWorks and Preservica complement each other and build upon each other's strengths.

N. GOAL: Enhance the access and discovery of our collections by upgrading outdated and inaccurate metadata that improves the accuracy of holdings, access points, and descriptions. The metadata to be revised includes that which is found in bibliographic, holdings, and item records as well as the knowledge base and authority records. Investigate OCLC's record upgrade service to see if that is an adequate and affordable option for our marc records.

4. **Increase and add value to library engagement, collections, and operations through process and communications improvements, and by leveraging inter/intra-institutional collaborations and partnerships.**

A. GOAL: Develop an organized and diverse communication pipeline that connects information about the library and its services and resources to faculty, students, staff, administration, alumni, and the academic library community.

B. GOAL: Build a process for library wide sharing and understanding of department work processes, projects, opportunities, challenges, and successes to facilitate improvements, collaborations, and discussions to the benefit of the entire community.

C. GOAL: Create opportunities to strengthen relationships between and within library departments that improves communication, workflows, and efficiencies. Proactively build and grow relationships that foster teamwork and collaboration. Evolve the library's organizational

processes and working practices in support of effective collaborations within the library and with other College offices.

D. GOAL: Strengthen partnerships with campus departments and offices that builds improved services to, collaborations with, and efficiencies and communications between to benefit the work of the Library, Archives, and Partners (Center for Writing, ASLR, etc.)

E. GOAL: Identify opportunities with external partners that extends the reach of the College community to access new collections and services and expands the library's capacity to support research and scholarship.

F. GOAL: Establish agreed upon meeting and communication practices that aid the work of staff, departments, teams, and committees, and that advance the sharing of and discussion on important topics vital to staff, department, and library outcomes.

G. GOAL: Establish a process by which the library can identify bold opportunities and put into place supports to act on them.

H. GOAL: Partner with the Cantor Art Gallery to ensure paintings and three dimensional objects are stored and described per museum standards.

I. GOAL: Partner with the College's administration and advancement office to develop a robust program of acquiring manuscript collections of prominent alumni and in subjects consonant with the departmental collection development policy. Form a donation committee consisting of representatives from the Advancement Office, Archives, Cantor Art Gallery and other stakeholders.

J. GOAL: Establish a formalized College-wide records management program with resources to ensure records of enduring value regardless of format are transferred to the College archives.

K. GOAL: Foster collaborations that engage and leverage technologies, software, systems, platforms, vendors, ITS, and the Systems Librarian in optimizing the discoverability of collections in Folio, EDS & other search platforms.

L. GOAL: Have CrossWorks content harvested by Digital Commonwealth, upload selected content from CrossWorks to Internet Archives; ingest content for CrossWorks using the bepress Harvesting Tool.

M. GOAL: Refine Interlibrary Loan policies and procedures to better address lending & borrowing overdue responses and follow-through.

N. GOAL: Establish LibStaffer as the primary scheduling tool of E/W Supers and Dinand Student workers to have them actively using it by the end of Spring 2022.

5. **Utilize assessment strategies, operational and institutional data, staff development, training and engagement, to build organizational**

effectiveness through continuous evaluation and improvement of services, programs, collections, facilities, and library outcomes.

A. GOAL: Identify key staffing needs that create opportunities to fill operational and support gaps and that increase the library's ability to support the academic mission of the College.

B. GOAL: In order to inform, improve and expand services and collections in support of the academic mission of the College, assess current data collection as it relates to the library, its services and collections, to identify opportunities and gaps. Identify key metrics that provide usable and useful data and formalize the collection, sharing, and utilization of the data to benefit outcomes and inform decisions.

C. GOAL: Identify opportunities to benchmark student dispositions, and learn how students access and think about information, with the goal of forming our lessons and interactions within the information literacy landscape.

D. GOAL: Review department structures to ensure that work within and across departments is appropriately delegated. Review current workflows and job descriptions to see what should be changed in order to meet the current needs of the College. Adapt all job descriptions to reflect any new procedures and provide training for new tasks.

E. GOAL: After full FOLIO implementation, evaluate electronic resources management processes and work to identify potential efficiencies. Alter staffing patterns in response to changes.

F. GOAL: Leverage data to analyze current print collections to map coverage and gaps; map data to department, faculty, and courses considering practices that aid in adjusting based on faculty and course changes.

6. **Identify and operationalize opportunities that create and support an environment characterized by social justice, diversity, equity, and inclusion, as well as free intellectual thought, growth, participation, and creativity.**

A. GOAL: Identify opportunities that raise the profile of archivists and librarians as engaged academic partners involved in the intellectual mission of the College.

B. GOAL: Reconcile the gaps and deficiencies found in our existing collections by collecting archival content, manuscripts and rare books which tell the stories of underrepresented groups at Holy Cross, giving particular attention to student organizations.

C. GOAL: Actively consider and pursue acquisitions of materials that build inclusive collections that represent diverse people, ideas, and cultures in consultation with key campus partners. Develop programs that engage the whole of the community with these collections.

D. GOAL: Actively engage with the full breadth of the student body and the College community to foster support, participation, and academic and professional success within an inclusive environment.

LIBRARY VALUES

TRUTH: ALA Values and other Library values are intrinsic and understood to be true.

ACCESS - We believe in the importance of providing the College community with robust and equitable access to a wide range of high-quality resources that allow for the fulfillment of intellectual pursuits. We strive to maximize the availability of our resources to members of our community at the point of need.

DIVERSITY and INCLUSION - We respect all people, all cultures, and all expressions of identity. Our physical and digital collections reflect a global diversity of authors, voices, philosophies, and ideas. We commit to providing a safe and welcoming environment for all.

ENGAGEMENT - We believe in the significance of maintaining strong connections to the entire community through innovative and responsive services, programs, and collections. Through personalized interactions and collaborative partnerships, we seek to empower everyone with the necessary skills and tools for pursuing the creation of knowledge in a thoughtful, analytical, and creative manner.

INNOVATION - We believe in providing collections, services, and support so that scholarly explorations are unbounded in the pursuit of new ideas, knowledge, and intellectual discoveries. We believe that the library must strive to challenge itself, explore new opportunities and collaborations, and be open to new ideas to achieve excellence in academic libraries.

INTELLECTUAL FREEDOM - We uphold the principles of intellectual freedom, including full and uncensored access to information and the right to pursue intellectual inquiry with the full partnership and support of our librarians. We commit to working toward maximized licensing and acquisition agreements for our collections.

LEADERSHIP - The Library is an educational partner to everyone on campus, providing resources and research support to students and faculty in every discipline available for study at Holy Cross. We believe in focusing our work on the mission of educating the whole person, teaching skills that will serve students during and beyond their time at Holy Cross, and bringing both innovative materials and innovative teaching and research practices to the campus community.

PRIVACY - The Library stewards a variety of intellectual environments, both physical and virtual. We believe that scholars operating in these environments must be able to pursue their academic interests safely, with freedom from observation, manipulation, or retention without authorization.