APPENDIX 3.1

Western Libraries Strategic Plan: Mission, Values and Vision

Western Washington University Libraries' Strategic Plan, 2009-2012

Mission

Western Libraries connects—people to place, people to people, people to learning.

- Place—both the physical and virtual presence of our library. We encourage learning, collaboration, and community through our environment.
- People—the Western Community and everyone we serve.
- Learning—the promotion of critical thinking and information literacy. The library provides access to the information and resources necessary to the learning process.

Values

- We reach for excellence in performance and relationships. We strive for integrity, trust, and respect for each other and those we serve.
- We embrace the challenges of the evolving landscape as opportunities for the future, and we honor the traditional roles of academic libraries.
- We protect intellectual freedom and provide non-judgmental service.
- We promote diversity and provide equal and open access.
- We are integral to the teaching and learning process.
- We respond to the needs of our users.

Vision
Western Libraries are integral to student success at Western Washington University. A destination university deserves a destination library, and in that role we seek to become Western's first source for quality information. We will develop unique resources and mechanisms to share University intellectual content with the world. We will become the intellectual center of campus, an interactive gathering place for students to interact with information and with each other. We will be innovative in the way we approach the fulfillment of user needs and nimble in the structure of our organization. We strive to be recognized as the premiere comprehensive university library in the Northwest.

Introduction

"It's going to be good and it could be exciting."
-Clarissa Mansfield, Strategic Planning Introduction Video

In July 2008 the Northwest Commission on Colleges and Universities requested a focused interim report to address how Western Washington University was addressing a number of concerns. One of them was Western Libraries' lack of engagement in "a fundamental and thorough planning effort, informed by assessment, to consistently support the University's academic mission." The planning process we have been pursuing is not only a response to a call by our accrediting body, but an opportunity for us to focus our energies on making the Libraries more integral to the University and to the lives of its students.

The Libraries at Western have many strengths. We have caring, helpful, and talented people. We have an admirable collection both in size and in quality. We pride ourselves on being user-focused in the services we offer and in the decisions we make. And yet there is a feeling among us that we have stagnated in our development and are unsure of how to move ahead.

Libraries are changing, and it is time for Western Libraries to change. President Bruce Shepard has said he wants Western to become a "destination university." A destination university deserves a destination library. The ambitious plan that follows offers a roadmap of how we can become that destination library for the campus and for the world.

So how do we do it? There are a number of roles that the Libraries must embrace. First of all, our collections must adequately support the needs of students and faculty. To do this we must develop new policies, continually assess our collections, seek new funding sources and pursue unique collections that not only support Western's curriculum but sets us apart. We need to explore additional ways of publicizing our collections and sharing them with others. One of the bold new initiatives this plan calls for is an increased digitization effort focused on access to our unique collections, and the exploration of an institutional repository to celebrate the work of the University's students, faculty, and staff with the world.

Second, a destination library should be a destination for students, faculty, and staff. This means we must partner with others, on campus and off, to offer services, programs, and exhibits which will broaden students' minds and assist them in completing their coursework. This calls for an investment on the part of the University to make the Libraries, particularly Wilson Library, an inviting space and a productivity center for students. As the intellectual center of the campus, we want to be the University's showplace for recruitment and an aid to retention through the services we offer and collections we house.

Third, we must invest in our most important resource: the people who work at the Libraries. The current economic times have heightened the need for restructuring, communication, training programs, and recognition. We must be both innovative and nimble to meet the challenges we face and successfully meet the needs of our users.

Lastly, the Libraries must become a more integral part of the University curriculum through information literacy education. Students graduating from Western should be experts in finding, using, and evaluating information—employers and faculty expect it—and through dialogue with

them and through coordination we charge ourselves with developing a comprehensive program to address this crucial campus need.

This planning process has been one of self discovery and the resulting plan reflects the hard work of all members of the Libraries' staff, as well as input from students, faculty, and staff throughout the campus. It has allowed us to examine what others are doing and determine our role in assisting the President in achieving Western's initiatives. It's an exciting time for the Libraries; with new leadership, a new spark, and a new plan, we are poised to become the destination library our campus deserves.

Sincerely,

Christopher Cox
Dean of Libraries

Strategic Goals and Initiatives

GOAL I. Develop spaces that meet the needs of library users, emphasize the centrality of the library to the University community.

The expectations and needs of our users are complex, and the Libraries must be many things to many people, frequently simultaneously. The importance of Western Libraries as a space has been clearly documented through multiple conversations between us and our students. We are committed to creating a flexible space that meets the diverse needs of our students and community. Through the further development of a service model that maximizes our resources, improved utilization and renovation of our spaces, combined with continual assessment, we will creatively meet user-expectations and become the intellectual center of campus.

A. Develop a central service model that maximizes our resources.

   i. Use assessment data to identify specific service needs.

   ii. Actively pursue the creation of a learning commons.

B. Find creative, cost-effective, and sustainable ways to utilize our current space.

   i. Explore offsite storage as well as compact shelving for low use collections to create more flexible user spaces.

   ii. Assess instruction space needs.

   iii. Develop campus partnerships to find opportunities to host events, exhibits, artwork, and other attractions.

   iv. Develop, promote, and enhance the attractiveness and sustainability of the library's physical space.

C. Improve our collection arrangement to increase access and findability.

   i. Evaluate, assess, and reorganize collection arrangement.

   ii. Improve wayfinding.

D. Complete the Wilson building renovation.

E. Explore opportunities for the Libraries presence at the Waterfront development.

GOAL II. Develop a virtual environment that provides information, resources, and services for the University community where and when they need it.

Western Libraries recognizes the need to regularly reassess the rapidly changing information landscape as the expectations of our users change and the latest opportunities for enhancing discovery emerge. There are some crucial facts of the current information landscape that influence our current and future plans. The Libraries' website is not the first source of information for most students and faculty. When students and faculty do come to our website, they expect to retrieve information quickly

and comprehensively. In addition, the scope of information is far beyond the walls of the library, our online catalog, and subscription databases.

A. Embed resources and services into the workflow of our users.

    i. Partner with other campus groups to determine where library services and resources are needed.

    ii. Identify and make available services on mobile devices.

B. Improve findability and access to information, resources, and services through our virtual presence.

    i. Develop and improve the website architecture to direct users to either library information or research-based needs.

    ii. Transition from local to a global information environment.

    iii. Move from hierarchical navigation to other types of information discovery.

    iv. Transition from print to electronic content.

    v. Investigate using a branch library concept to organize the virtual library.

    vi. Improve and expand discipline related tools / services / portals / information chunks / resources.

C. Ensure user-friendly access to digital assets.

    i. Develop a central web-based portal for seamless access to digital resources at Western and beyond.

    ii. Integrate access tools for traditional information formats with those for digital resources.

    iii. Provide online support for users and creators of digital resources.

D. Move from a collection-centered site to an engagement-centered site.

    i. Develop the website as an interactive communication tool.

    ii. Develop personalization options across information needs.

    iii. Harvest and utilize the connections created during information seeking and offer it back in a useful way.

    iv. Support library marketing and outreach efforts through the website.

E. Expand assessment efforts.

    i. Create a process for continuous feedback and improvement.

GOAL III. Provide the best possible service to the University community by creating the very best working conditions for library employees.

Western Libraries must not only adapt and embrace change, but actually seek change if it is to meet the needs of its users and accomplish its mission. Through self-study and

serious discussion we recognize that internal improvement must be made in order to make it a more effective organization. Development of staff to meet the current and future roles of an evolving organization is critical. We must strive for an organizational culture that fosters open communication, support, and trust. Organizational actions should be based on a cycle of planning and assessment. All of this points to restructuring the organization into a model that can innovatively meet challenges and take advantage of opportunities.

A. Restructure the organization to meet current and future needs.

    i. Examine organizational initiatives and structures from successful academic libraries.

    ii. Identify and review current and future trends in academic library services, resources, and organizations.

    iii. Align the organization to better collaborate with Orbis-Cascade Alliance libraries in the consortium's strategic directions.

    iv. Seek and seize new opportunities to enhance services for the University community and working conditions for library employees.

    v. Implement a new organizational structure and regularly review it in order to make changes as needed.

    vi. Strive for a diverse workforce and support diversity awareness.

    vii. Create a culture of innovation where risk taking is rewarded

B. Improve the organizational communication and climate.

    i. Clearly define and communicate the roles and responsibilities of personnel and work units.

    ii. Review, revise, and monitor library communication paths, both internal and external.

    iii. Integrate the Libraries' mission and values into the organization's culture.

    iv. Continually work to develop trust in the Libraries towards realizing an environment of transparency in decision-making and actions.

C. Establish an active and ongoing staff development program.

    i. Define and develop a supervisor training program that evokes open communication and consistent expectations throughout the organization.

    ii. Define and implement a leadership training program that encourages all personnel to be responsible for the Libraries' success.

    iii. Establish an ongoing program of skills development that aid personnel in meeting the challenges and opportunities of the future.

    iv. Identify, develop, and maintain a set of organizational development resources that lead towards improvement.

    v. Set up a mentoring program for new employees and for employees stepping in to new positions.

D. Develop an organization which incorporates assessment to gauge its effectiveness and to plan its future.

      i. Establish a set of measures that will be used to evaluate the effectiveness of library services and resources.

      ii. Transform into an organization that utilizes data to make its decisions and relies on assessment to inform its planning.

GOAL IV. Raise the awareness of the Libraries' collections, services, and programs through timely and consistent marketing, outreach, and collaborative activities.

Western Libraries will strengthen and develop new and existing relationships campus-wide and beyond by working with the University community to expand the local, regional, national, and global outlook of Western Washington University. We will reinforce our position as a dynamic partner both on and off campus by developing a comprehensive and timely marketing and outreach strategy. Our strong commitment to collaboration, combined with continual assessment, will allow us to enhance our identity and place within both the University and regional community.

A. Establish a marketing/public relations plan that promotes the intellectual, physical, virtual, and social identity of the Libraries.

      i. Coordinate marketing and outreach activities throughout the Libraries.

      ii. Establish a communications strategy to promote services.

      iii. Research and develop a library identity through a logo and branding.

      iv. Develop an assessment plan to evaluate the effectiveness of marketing.

B. Strengthen existing partnerships and develop new ones.

      i. Communicate and collaborate with the University community in developing, implementing, and evaluating resources, services, and collections.

      ii. Strengthen and develop mutually beneficial relationships with campus departments and programs.

      iii. Develop mutually beneficial relationships with educational institutions, non-profit organizations, and businesses.

      iv. Strengthen relationships with the Foundation and Alumni Association to increase alumni awareness and support of the Libraries.

      v. Strengthen communication with the general public and visiting scholars.

GOAL V. Develop and maintain a physical, virtual, and diverse collection to support the needs of Western students and faculty.

Western Libraries must build and maintain a collection that supports the curriculum and research needs of both students and faculty. As higher education becomes more

interdisciplinary user needs will become more diverse in both topic and format. Both the Libraries collection and collection policies must reflect the changes within our own community and higher education. We must explore alternate formats in addition to traditional print resources. Collaborative collection development would allow us to increase access to information in a time when budgets and price inflation are a concern. We are committed to making and maintaining a work flow that makes our materials accessible. Despite our current budget constraints, now is the time to find creative ways to develop the collection that best serves our community.

A. Develop and refine collection development policies to support the University's curriculum.
    i. Collaborate with the University community to develop comprehensive collection, gift, and weeding policies.

    ii. Develop policies for inclusion of non-library university collections into the Libraries' catalog.

B. Develop a comprehensive collection assessment plan that allows for flexibility and future planning.

    i. Transition to electronic and open-access formats for serials and reference collections to increase access to materials.

    ii. Enhance cooperative collection development planning and implementation with Orbis-Cascade Alliance.

    iii. Develop and highlight our unique collections.

    iv. Partner with area libraries to strengthen and develop mutually beneficial relationships.

C. Assess collection allocations to reflect the current trends within the University and higher education.

    i. Develop an allocation plan that addresses interdisciplinary nature of research and coursework.

    ii. Pursue greater library involvement and resources in new course and program development.

D. Plan systematic collection development to streamline internal workflow.

    i. Investigate workflow options for selection, ordering, cataloging, and processing of materials.

    ii. Coordinate efforts in planning, budgeting, selection, acquiring, and weeding.

E. Investigate alternate forms of funding to enhance collections.

    i. Pursue relevant and noteworthy gifts for the Libraries.

    ii. Develop a long-term fundraising plan.

GOAL VI. Maximize the Libraries support for and integration of teaching, learning, and research into the University's curriculum.

The Libraries will continue to expand and strengthen our instruction program through our collections, our service, and our direct instruction in the Libraries and classroom. While we enhance and support the understanding of numerous academic subjects through our collections, our primary active instruction commitment is to information literacy. Our instruction program has a long and enviable history; however, there has been a lack of program growth and cohesion over the last few years. Issues such as the evolution of our current library instruction program; the role of liaisons; differences in library instruction for first year students, upper division courses, graduate students, and faculty; space requirements; assessment; and professional development are all ripe for discussion and development.

A. Assess and enhance library instruction needs and effectiveness on a campus-wide level.

    i. Develop a coordinated library instruction program

    ii. Develop a coordinating and reporting structure.

    iii. Create policies for and standardize the assessment of instruction.

B. Integrate information literacy throughout Western's curriculum and courses.

    i. Work towards a campus-wide deployment of Library Information Tutorial (LIT).

    ii. Explore avenues of collaborative instruction.

    iii. Provide high quality distance education.

    iv. Explore alternate means of providing information literacy to all students.

C. Lead campus discussions on emerging information issues and trends.

    i. Host salons, panels, and speakers that focus on current issues of information.

GOAL VII. Develop and manage digital assets in support of teaching, learning, and research of the University community.

User expectations, evolving technologies, international standards, and legal mandates demand new strategies to preserve, protect, and access both the University's and Libraries' digital assets which include born-digital public records. Since the management and safeguarding of public records is an institution-wide responsibility, partnerships with departments across campus are necessary. This encourages the exploration of other opportunities to centralize resources and consolidate platforms to promote discovery, long-term viability, and cost-savings. Western Libraries are uniquely situated to provide key expertise in this rapidly-changing environment and is committed to providing innovative leadership in the responsible stewardship of these digital resources for the benefit of our campus community.

A. Map the digital landscape and identify needs across the campus community.

    i. Conduct campus-wide survey to identify existing resources, potential projects and services.

    ii. Identify analog materials that may be converted to digital format.

    iii. Explore opportunities for centralizing resources and consolidating platforms to promote discovery, long-term viability, and cost-saving.

    iv. Identify cross-campus needs for the preservation and access of born-digital/electronic records.

    v. Assess institutional responsibilities and legal requirements for management and safe-guarding of public records.

    vi. Explore requirements for sustainable infrastructure.

    vii. Secure funding and resource development.

B. Implement digital services and programs.

    i. Establish a management structure for the creation, development, and maintenance of unique digital assets.

    ii. Establish library-based service procedures and workflows.

    iii. Establish internal and external partnerships.

    iv. Establish sustainable infrastructure.

    v. Develop and provide leadership in standards and best practices for creation and preservation of digital assets.

C. Create trusted institutional repository.

    i. Collaborate with faculty and students to increase the distribution of their scholarship.

    ii. Partner with Orbis Cascade Alliance, Northwest Digital Archives, and others.

D. Establish protocols for preservation of digital assets.

    i. Develop a preservation plan.

    ii. Ensure systems that will safeguard the integrity of public records.

E. Ensure compliance with copyright/intellectual property rights.

    i. Establish mechanism for responding to intellectual property rights issues.

F. Provide outreach and education.

    i. Integrate digital assets into classroom teaching and library instruction.

    ii. Collaborate with campus partners in digital resource development.

    iii. Solicit materials for digitization from the campus community.

       iv. Market our expertise and resources in digital content creation and management.

       v. Develop broader outreach, education, and marketing strategies.

G. Develop assessment and evaluation plan.

       i. Enable user feedback on systems and system content.

Strategic Planning Small Groups

Planning groups were created to address key areas within the library. We tried to create diverse groups composed of library staff, faculty, and students as well as having outside faculty input when needed.

Physical Space Planning Group
Michelle Becker
Katelyn Conway
Heather Dalzell
Clarissa Mansfield
Kim Marsicek
Jeff Purdue

Virtual Presence Planning Group
Lesley Lowery
Martha Mautino
Rebecca Mintz
Andrea Peterson
Chris Sandvig
Bob Thomas

Marketing Planning group
Robyn Adcox
Stefanie Buck
Lisa Hooper
Thea Kleiber
Dennis Matthews
Randi Sanders
Amy Sedovic

Instruction Planning Group
Jeanne Armstrong
Kate Cabe
Paul Piper
Julene Sodt
Sylvia Tag

Organization
Marian Alexander
Leslie Hall
Leza Madsen
Rick Osen
Mary Sass
Denise Ward

Collection Planning Group
Roger Anderson
Margaret Fast
Holly Folk
Julie Fitzgerald
Shalon Hurlbert
Cecelia Poon
Elizabeth Stephan
Sandi Sutterman

Digital Assets Group
Tamara Belts
Jon Dillon
John Farquhar
Tony Kurtz
Peter Smith
Ruth Steele

Appendix B: Resources

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