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APPENDIX 3.2  
Strategic Plan Updates

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### **Strategic Planning Updates:**

\* Indicates an initiative selected by the Libraries' staff at its summer 2009 Western Libraries Staff Development Day.

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

- [Relocation of the Student Technology Center adjacent to Reference and Information Desk on Haggard second floor](#)
- Newly renovated sixth floor location for the [Libraries' Special Collections](#)
- Creation of a library café, collaborative study and presentation space on Wilson 2
- Relocation of a major university computer lab to the second floor of Haggard Hall and its proximity to a public study space has allowed the library to increase lab space during daytime hours as well as accommodate user demands for a 24-Hour study space.

[MORE](#) < links to all items listed below for this goal >

#### ***Completed as of June 2010:***

- Relocation of the Student Technology Center adjacent to reference desk on Haggard second floor. (Supports Strategic Plan section - I, A, ii)
- Newly renovated area for the libraries' Special Collections. (I, B, iv)
- Upgrades to main stairwell in the Wilson Library building. (I, B, iv)
- University Tutoring Center and Writing Center have established evening hours within the library complex, Sunday-Thursday 6-9PM. (I, A, ii)
- Two building consultants were brought to campus and completed reports that included recommendations about library space. {Drew Harrington, April, 2009; Scott Bennett, November 2009}. (I)
- Relocation of a major university computer lab to the second floor of Haggard Hall and its proximity to a public study space has allowed the library to increase lab space during daytime hours as well as accommodate user demands for a 24-Hour study space as well as additional instruction space. (I, A, ii; I, B, ii)
- Construction on the second floor of Haggard of video / audio editing rooms and a mediated presentation practice room to be managed in partnership with the Student Technology Center. (I, A, ii)
- Infrastructure has been put in place for a library café to be located on the second floor of Wilson Library. Opening Fall Quarter 2010. (I, A, ii; I, B, iv)
- Compact shelving has been added to the ground level of the Wilson Library structure to increase overall shelving capacity. (I, B, i)
- Successful student technology fee proposal to upgrade computers and add new printers to library (I, B, iv)
- Multiple, successful events and exhibits over the last year (**need examples? Antarctica photos, Imaginary Library, Berlin Wall, Open Houses, Quarterly Study Breaks, Whatcom Reads events, ). (I, B, iii)**

#### ***Continuing:***

- \* Learning Commons: discussion to begin fall quarter led by ADPS regarding with learning commons partners and libraries regarding space plan. (I, A, ii)
- University reorganization brings the Writing Center under the purview of the Western Libraries. Space is being identified to accommodate the organizations'

- staff and student employees as permanent residents of the library complex. (I, A, ii)
- \* A Wayfinding & Signage task force has been appointed to improve user experience in the library complex. (I, C, ii)
  - A new collection arrangement proposal which will increase efficiency for library staff and findability for users has been adopted and is moving forward towards full implementation by Fall Quarter 2010. (I, C, i)
  - Preliminary discussions regarding consolidating the library's' service desks
  - The Dean of Libraries and administrators are exploring development of an offsite shelving facility. (I, B, i)
  - Proposals as part of capital building project process to renovate Wilson Library, the Reading Room, to establish the learning commons, and consolidate the service desks. Wilson Library ranked 22nd on the ten year plan major cap list. (I, D)
  - Creation of event and exhibit guidelines and better identification of appropriate locations. (I, B, iii)

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

- An overhaul of the library web site is underway. The timeline for implementation is late Summer, 2010.
- Implementation of Chat Reference service offering users real-time on-line reference support by the Libraries Reference and Information Desk staff.

[MORE](#) < links to all items listed below for this goal >

**Completed:**

- [Western Libraries led a project which resulted in the development of a virtual campus community forum – Viking Village.](#) Staff from the Libraries manage this project. Successful student technology fee proposal to replace Viking Village server. (Supports Strategic Plan section - II, a, i)
- Implementation of Chat Reference service offering users real-time on-line reference support by the Libraries Reference and Information Desk staff. (II, D, i)

**Continuing:**

- An overhaul of the library web site is underway. The timeline for implementation is late summer, 2010. (II, B)
- An electronic resources management system (Serial Solutions) has been purchased being implemented. Full implementation will allow more effective management of and enhanced user access to the libraries' electronic resources. (II, C, iii)

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

- Organizational Development Committee appointed, September 2009 to suggest ways to improve communication; and develop a training program for supervisors.
- In-house survey about communication issues within the libraries was conducted and analyzed.
- Reorganization is taking place. A new Assistant Dean for Public Services has been hired and a search is underway for the position of Assistant Dean for Collections & Technology Services. An existing position was recast as the Director of Planning & Administration.

[MORE](#) < links to all items listed below for this goal >

**Completed:**

- In-house survey about communication issues within the libraries was conducted and analyzed. (Supports Strategic Plan section - III, B, ii)

**Continuing:**

- \* The organizational structure has been discussed in a variety of venues. (III, A)
- \* Organizational Development Committee appointed, September 2009 to suggest ways to improve communication; and develop a training program for supervisors. (III, B, ii; III, C, i)
- Diversity task force appointed to conduct survey of library staff regarding diversity and develop a strategy raise awareness. (III, A, vi)
- Reorganization is taking place. A new Assistant Dean for Public Services has been hired and a search is underway for the position of Assistant Dean for Collections & Technology Services. An existing position was recast as the Director of Planning & Administration. (III, A, v)
  - The above represent an overall restructuring of the organization that aligns with some concepts suggested by the organizational consultant's recommendations from their report of spring, 2007.

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

- Two staff have been appointed to work part-time {0.5 FTE and 0.4 FTE} to direct marketing efforts. A marketing advisory committee was formed in March, 2010.
- Dean of Libraries and library liaisons met with academic departments to engage university faculty in dialogue about library and faculty needs.
- [A variety of library events have taken place – Fall Quarter Open House, Quarterly Study Break, other public programming such as readings and research presentations – geared towards marketing library services and resources.](#)

[MORE](#) < links to all items listed below for this goal >

**Completed:**

- Dean of Libraries and library liaisons met with academic departments to engage university faculty in dialogue about library and faculty needs. (Supports Strategic Plan section - IV, B, i)
- A variety of library events have taken place – Fall Quarter Open House, Quarterly Study Break, other public programming such as readings and research presentations – geared towards marketing library services and resources. (IV, B, ii)
- Library marketing plan for 2009- 2010 composed by marketing committee (IV, A)

**Continuing:**

- Two staff have been appointed to work part-time {0.5 FTE and 0.4 FTE} to direct marketing efforts. A marketing advisory committee was formed in March, 2010. (IV, A, i)
- Branding initiatives in tandem with University efforts are currently taking place. (IV, A, iii)
- Partnerships with local area libraries as part of Whatcom Reads! and Whatcom Libraries Collaborate, the latter to offer one card access to our collections and area book drops. Also exploring a BPL branch. (IV, B, iii)

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

- As part of organizational restructuring, a full-time Collection Development position has been established.
- Development of newly developed Collection Development Policy.
- Implementation of an electronic resources management system is underway

[MORE](#) < links to all items listed below for this goal >

**Completed:**

- As part of organizational restructuring, a full-time Collection Development position has been established. (Supports Strategic Plan section - V, A, i)
- \* Committee formed to create library-wide collection development policy. (V, A, i)
- Task force was formed to suggest options for electronic resource management. Their recommendation resulted in the purchase of Serials Solutions products. [See Goal #2 above.] (V, D, i)
- Completion of a consultant's report on the potential for programmatic development and cooperation among the libraries' Special Collections, University Archives, Center for Pacific Northwest Studies. (V, B, iii) – see also Goal III.
- Reassignment of 0.5 FTE to the Center for Pacific Northwest Studies to focus on digitization of unique resources. (V, B, iii) – see also Goal III.

**Continuing:**

- Implementation of newly developed Collection Development Policy. (V, A, i)
- \* Collection assessment (aka weeding) to begin possibly as early as Spring Quarter with input of faculty. (V, A, i)
- Implementation of an approval plan which will provide workflow efficiencies as well as enhance the selection process. (V, D, i)

- Whatcom Libraries Collaborate to offer one card access to our collections and area book drops. Also exploring a Bellingham Public Library “in-house branch.” (V, B, iv) - see also Goal IV).
- Examination of collection allocations plan underway. (V, C, i)

**GOAL VI. Instruction:** Maximize the Libraries support for and integration of teaching, learning, and research into the University’s curriculum.

**Completed:**

- An instruction coordinator was appointed. (Supports Strategic Plan section - VI, A)

**Continuing:**

- Development of a plan to integrate information literacy into lower division classes and review current instruction program assessment methods. (VI, A)
- Library instruction will be integrated into all First Year Interest Group (FIG) Seminar101 sections for fall of 2010. The learning outcomes for the sessions are taken from the Western Libraries Information Literacy Learning Outcomes document which was updated during FY 09-10. (VI, A, ii; B, ii, iv)

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

**Completed:**

- A consultant was brought in to provide background to the campus regarding current issues in scholarly communication and the possibilities of an institutional repository. (Supports Strategic Plan section - VII, F)

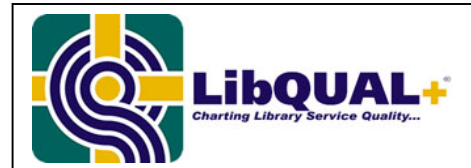
**Continuing:**

- \* [A task force was formed to: survey faculty to determine their needs and identify potential collections for digitization; conduct feasibility study concerning a campus institutional repository.](#) (VII, A, iii, iv, v, vi)

**Additional Support to for our Strategic Goals:**

- A part-time [0.4 FTE] Assessment Coordinator was appointed.
- Spring 2009 survey of Graduate Student user satisfaction was conducted.
- Winter Quarter, 2010, LibQUAL+ Days during which the libraries conducted the LibQUAL+ Lite survey.
- Fundraising goals identified for 2009-2010.
- Launch of new Friends of the Libraries group.

[MORE](#) < links to all items listed below for this goal>



## **Assessment**

As is evident throughout the Western Libraries Strategic Plan, 2009–2012, the organization supports a culture of assessment and data driven decision making.

### **Completed:**

- [During Spring Quarter, 2008, the libraries conducted a campus wide blog project called “14 Days to Have Your Say” as a means of gathering user input and ideas in anticipation of the arrival of the new Dean of Libraries. A number of changes made to library operations based on this data.](#)
- Spring Quarter, 2008, focus groups conducted with students concerning the issues of wayfinding and library noise.
- A part-time [0.4 FTE] Assessment Coordinator was appointed.
- Spring 2009 survey of Graduate Student user satisfaction was conducted.
- In-house survey about communication issues within the libraries was conducted and analyzed. See Goal 3 above.
- Fall Quarter, 2009, wayfinding usability test conducted with undergraduate students.
- Winter Quarter, 2009, LibQUAL+ Days during which the libraries conducted the LibQUAL+ Lite survey.

### **Continuing:**

- Deeper analysis of data provided through the LibQUAL+ survey with particular attention to user comments.
- Task Force for Budget / Services Realignment appointed to develop plan for university-wide budget reductions and internal realignments required to perform core services and evolving initiatives.
- Planning for campus-wide LibQUAL Summit as a means of presenting survey data to campus community and initiating discussions about user needs with campus stake holders.
- Development of an assessment plan.

## **Fundraising:**

Given the disconnect between the current fiscal climate and the Libraries need make additional services and content available to the university community fundraising has come to the forefront as a crucial to implementation of many aspects of our Strategic Plan.

### **Completed:**

- Fundraising goals identified for 2009-2010.
- Campaign fundraising priorities and naming opportunities identified in anticipation of upcoming fundraising campaign.
- Donor prospect management plan created for 2009 – 2010.
- Major gifts from Cindy and Don Hacherl, Bert Halprin, Paul and Mary Ann Ford, Marian Alexander, Honor with Books, materials donations from Helene Whitson, Henry Schwartz, Music Library, others.
- Fundraising/community engagement

### **Continuing:**

- Launch first community newsletter.
- Launch of new Friends of the Libraries group.