

WASHBURN UNIVERSITY LIBRARIES

2011—2015 Strategic Plan

Mission Statement: The Washburn University Libraries are teaching libraries, dedicated to student success and the development of a learning community which effectively, efficiently and ethically uses information in the 21st century

Core Values of the Washburn University Libraries:

The Washburn University Libraries will

1. Further the existence of a learning society, particularly through the provision and instruction of information literacy
2. Promote intellectual freedom with the understanding that it is dependent upon immediate and seamless access to information in diverse formats from a variety of sources
3. Collaborate with internal and external partners to enrich the research and learning community of Washburn University
4. Maintain a user-focused, technology-rich environment that supports learning, teaching and research
5. Preserve the intellectual and historical output of Washburn University
6. Encourage innovation, the early adoption of formats, technologies and strategies to access global resources in support of scholarship

Narrative:

The goal of the Washburn University Libraries 2008-2010 Strategic Plan was to reintegrate the Libraries into the daily success activities of our academic community. In particular, the plan was designed to ensure that public services drove operational thinking within the Libraries. With this understanding, it is easy to demonstrate the success of the 2008-2010 plan through a variety of measures, not least of all a series of usage statistics that highlight the significantly increased usage that Mabee Library and its many resources experienced. Further, in response to the Higher Learning Commission's (hereafter, HLC) required progress report regarding the Washburn Libraries, the HLC staff declared that "the changes and improvements noted in this progress report appear to have been well-selected and effective in nature." Importantly, the HLC staff also reminded us that "at some point in the near future, Washburn University will be called upon to invest significantly in the Mabee Library in order to service the community and its students as effectively as possible."¹

This 2011-2015 Strategic Plan is designed to build upon the success of the previous plan through the continuing focus upon success services.

¹ The Higher Learning Commission, "Staff Analysis of Institutional Report," July 20, 2010.

The Library Strategic Plan is designed to align with the University's strategic effort, "Washburn: 150 Forward." The University plan states the following about its Libraries:

Strategic Theme I-G: The University supports Mabee Library as an essential element in the academic life of students and faculty.

Strategic Theme I-C: The University will provide high-quality facilities and assess the feasibility of an addition and/or renovation of the Mabee Library.

The Library staff is heartened by these institutional commitments to its Libraries. The conversation about "high-quality facilities" is one that the Libraries are eager to have because Brian Edwards, in his seminal study of university architecture, correctly writes that "the university library" is "arguably the most important building on the campus." This is a belief shared by the Washburn University Library staff. The library" wrote Edwards, "is the signifier of learning."² Building upon this idea, Peter Jamieson carefully demonstrated that "it is not possible to fundamentally change the character and function of the campus setting without addressing the role of the central library."³ It is the position of the Washburn Library staff that an institution's scholarly and success culture is dependent upon the health of its Libraries. This 2011-2015 Library Strategic Plan places significant emphasis on "Library as Place" and upon the teaching of Information Literacy for the Information Age.

Students and all members of our academic community need to be information literate if they are to succeed in the environment of information overload that technology has helped create. To develop the prerequisite level of information literacy required for 21st century success means that Washburn's Libraries must welcome the community into a learning environment that meets their needs in person and through our digital branch.

The Libraries of Washburn University must provide an environment that promotes imagination and wisdom. Significant upgrades of the current facilities are required because the Libraries must offer a physical and sensory experience that inspires learning. Shaping much of this document is the idea that to get to information anywhere, one has to access it somewhere. This means that the physical Library will remain the primary place where students and faculty turn when they need to use access tools and seek assistance obtaining knowledge. Young active Internet users visit libraries because they are information hungry and know that in the Library they can take advantage of an array of materials in a social setting.⁴

Of note, those institutions that provide a Library into which students enter in large numbers also see a positive impact upon retention. In a major study of the role of libraries and student retention, Accounting Professor Elizabeth Mezick declared: "Data analysis reveals that while statistically significant relationships exist between each category of expenditure and student retention within every Carnegie

² Brian Thomas, University Architecture (London: Spon Press, 2000), 78.

³ Peter Jamieson, "Positioning the University Library in the New Learning Environment," Planning for Higher Education 34:1 (September/November 2005): 6.

⁴ Leigh Estabrook, Evans Witt and Lee Rainie, "How People use the Internet, Libraries, and Government Agencies When They Need Help" The Pew Internet & American Life Project (December 30, 2007).

Classification, the strongest relationships exist between total library expenditures, total library materials expenditures, and serial expenditures at baccalaureate colleges.”⁵

Technology has transformed the modern university campus and particularly its library, causing historian Edward Ayers to refer to librarians as “the real heroes of the digital revolution in higher education.”⁶ The embrace of technology by librarians permits library users to access and use Library collections in increasingly diverse ways. No library can be static in its services. This strategic plan will promote the careful and continual examination of all its operations. The Washburn Libraries recognize, for example, the wealth of information that overwhelms modern university students, and this plan seeks to develop and implement an interdisciplinary Information Literacy program for them. An intense focus upon public services means that the Washburn Libraries will look for ways to integrate themselves into the discussion of, among other issues, General Education, the Freshman Experience and, Information Literacy at the University. In addition, through its increasingly active Liaison program the Libraries will seek ways to collaborate with the various academic units across campus to meet their specific needs.

Libraries are so much more than simple repositories, and yet the collection of information remains central to their existence because a university exists to collect, develop and disseminate knowledge. The Library will continue to hold a crucial role in this process, one that will take place in physical and electronic realms. Building and refining a Digital Institutional Repository is a practical and cost-effective apparatus through which the Library can collaborate with faculty to promote scholarly communication. A concerted effort to acquire both the intellectual and institutional output of Washburn University means that Special Collections will play an important role in the 21st century library.

The 2011-2015 Strategic Plan for the Washburn University Libraries, ultimately, serves to focus the Libraries upon their core responsibility of promoting academic success within the local learning community.

⁵ Elizabeth M. Mezick, “Return on Investment: Libraries and Student Retention” The Journal of Academic Librarianship 33:5 (Spring 2007): 564.

⁶ Edward L. Ayers, “The Academic Culture & The IT Culture: Their Effect on Teaching and Scholarship” Educause Review (November/December 2004): 50.

I. Public Services

Goal: Deliver user centered services customized for the 21st century student, teacher and scholar.

A. Scholarly Assistance

- Action 1: Ensure the provision of high quality assistance at the point of need—either in person or via electronic means
- Action 2: Collaborate with the Academic Success Center and the College of Arts & Sciences to ensure access to high quality tutoring programs and services

B. Collections

- Action 1: Improve the breadth, depth and accessibility of information resources and library collections required to support instruction and research
- Action 2: Continually evaluate the relevancy and scope of both print and electronic serials, and print and reference materials
- Action 3: Enhance the mechanisms through which to improve consortium purchases of library materials

C. Outreach

- Action 1: Create a range of programs designed to promote the libraries to the Washburn University communities, including the Washburn Institute of Technology, and beyond
- Action 2: Offer library related service-learning opportunities for students

D. Circulation

- Action: Create an increasingly automated and efficient 21st century circulation experience

E. Scholarly Communication

- Action: Lead the university conversation regarding copyright, issues of intellectual freedom, access and the ethical use of knowledge

F. Interlibrary Loan

- Action 1: Develop a process for the immediate evaluation of user requests with regard to their suitability for our permanent collections
- Action 2: Collect and disseminate interlibrary loan statistical information to enhance the process of collection development

II. Information Literacy

GOAL: Introduce current and prospective students, faculty, staff and community members to the acquisition, development and application of skills needed to find, evaluate, and use information that will assist their academic success and lifelong learning

A. Instruction

Action 1 Maintain and assess excellent information literacy instruction

Action 2 Create and expand credit producing information literacy courses

B. First Year Experience (FYE)

Action 1 Implement a structured information literacy curriculum in the FYE

Action 2 Provide effective personal librarianship as a success team member in the FYE

C. Outreach

Action 1 Establish relationships with area K-12 schools and community colleges to advance Information Literacy skills among Kansas students

Action 2 Develop community advocates to support the advancement of Information Literacy as a 21st century learning skill

D. Faculty Development

Action 1 Maintain and expand relationships through the liaison program

Action 2 Collaborate with faculty in teaching information literacy across disciplines

E. Curriculum

Action 1 Establish consistent IS 170 structure and curriculum

Action 2 Ensure continuous improvement in our teaching of information literacy curricula based upon best contemporary practices

Action 3 Implement an incremental Information Literacy curriculum in order to ensure all Washburn graduates are information literate

III. Digital Initiatives

Goal: Provide a state of the art technical infrastructure and tools to advance the user experience and internal library operations

A. Online User Experience

Action 1 Maintain and expand an intuitive Digital Branch

Action 2 Maintain and expand an intuitive Digital Branch for mobile users

B. ATLAS

Action 1 Maintain and expand an intuitive ATLAS (online catalog) experience

Action 2 Implement discovery tools as part of the digital experience

C. Network and Technology Operations

Action 1 Maintain network integrity while ensuring all aspects of technology are accessible, fully functional and efficient in support of Public Services and Library Operations

Action 2 Maintain a strong relationship with ISS to ensure the technology needs of the Libraries are a priority for the University

D. Institutional Repository design and support

Action 1 Provide technical skills to support the Washburn University Institutional Repository

Action 2 Refine processes for archiving and submitting items to the Institutional Repository

E. Public Services support

Action 1 Collaborate with Public Services to maintain and expand the Library 2.0 experience

Action 2 Continue the transition from print to online journals

Action 3 Implement video streaming access to video collections

Action 4 Ensure ongoing training of staff to ensure their ability to manage the Digital Branch

Action 5 Provide assistance to staff exploring library applications of emerging mobile technologies

F. Staffing

Action Add an additional staff member (web designer) to the Digital Initiatives team

IV. Curriculum Resources Center (CRC)

Goal: The mission of the CRC is to enhance the teaching and learning initiatives of the Washburn University Department of Education and members of the community to successfully develop 21st century learners

A. Outreach

Action 1: Collaborate with community librarians and educators, such as KTWU's "Sunflowers to the Stars" partnership, KC Life Sciences partnership, Read180 collaborations, University Child Development and Topeka Collegiate

Action 2: Expand the partnership with the Department of Education and the Kansas Reading Association to enhance programs such as the Jamaican Transformational Experience

B. Digital Education Laboratory

Action: Develop a technology driven learning space for future educators

C. Digital Initiatives

Action: Design and maintain an intuitive Library 2.0 experience specializing in education content

D. Public Services

Action: Promote the integration of library research and Information Literacy across Education courses

E. Collections

Action: Explore alternative models for acquiring, using and providing access to both print and electronic textbook materials

V. Special Collections

Goal: Collect, preserve and expand access to the intellectual output, institutional memory and special collections of the university community. Of particular importance is the development of an expanded and improved space for collections, staff and researchers

A. University Archives

Action 1: Increase the digitization of university archival materials

Action 2: Make accessible unique local resources in the appropriate OCLC international union catalog, thus making said materials available to the global research community

Action 3: Develop a records and information management program that ensures the transfer of appropriate university records to the archives

B. Washburn and Rare Books Collection

Action 1: Restore at-risk materials and ensure the long-term preservation of the collections

Action 2: Develop a plan to purchase titles to complete the original Lincoln College Library collection

Action 3: Determine the collection priorities for the acceptance and acquisition of rare books

C. Koch Art History Collection

Action 1: Complete the processing of the collection for improved accessibility and usability

Action 2: Determine donor's specific vision for the collection

Action 3: Institute programming to demonstrate the teaching and research value of the collection to our various communities

D. The Thomas Fox Averill Kansas Studies Collection

Action 1: Institute programming to demonstrate the teaching and research value of the collection to our various communities

Action 2: Determine the collection priorities for the acceptance and acquisition of literature titles for this collection

E. The Nancy Boyda 2nd Congressional District Collection

Action 1: Complete the cataloging of the Boyda Collection to ensure accessibility to researchers

Action 2: Work with the Department of Political Science to institute programming to demonstrate the teaching and research value of the collection to our various communities

F. Digital Institutional Repository

Action 1: Collect, preserve and provide access to the intellectual output of the university community in electronic format. Given top priority are Washburn Transformational Experience materials and faculty research

Action 2: Develop a plan for securing the equipment and personnel necessary to build and maintain the repository

G. Bradbury Thompson Collection

Action 1: Determine if there are any donor restrictions for the collection

Action 2: Develop a plan to deal with duplicates

Action 3: Develop a plan to organize and preserve the collection

Action 4: Complete the processing of the collection for improved accessibility and usability

VI. Library Operations

Goal: Enhance the effectiveness of the library organization in order to achieve higher levels of service and efficiency

A. Acquisitions and Processing

Action 1: Improve the efficiency of processes to make materials available and accessible to users at their point of need

Action 2: Practice effective techniques of sound ethical, fiscal and legal policies and procedures within acquisitions management

B. Organizing materials for access

Action 1: Ensure the effective management of print and electronic materials, including the library catalog and databases, by working closely with Public Services and Digital Initiatives

Action 2: Facilitate maximum access to all library materials through the timely cataloging of newly acquired materials, and the ongoing maintenance and enhancement of records in the various Library Operations systems

VII. Administration

Goal: Guide and ensure the completion of the Libraries' vision and mission by planning, organizing, directing and promoting all elements of operations. Considered paramount is the encouragement of a positive, diverse and forward thinking work environment that positions the libraries to fulfill their historic role as the center of the university learning community.

A. Outreach

Action 1: Involve the various library partners in the processes of continuing improvement that ensure a 21st century library for Washburn University

Action 2: Promote programs and marketing that bring visibility to the Libraries as the intellectual and cultural center of the university community

B. Budget

Action 1: Provide the University with a realistic annual financial plan that includes current and future expenditures for staff, programming, technology, materials and equipment

Action 2: Work with the University administration and faculty to ensure realistic evaluations of all course, curriculum and program changes regarding their potential financial impact upon the libraries

Action 3: Work with WUF, Institutional Development, the Friends of Mabee Library and the University Grants Office to identify and obtain additional sources of financial support for the libraries

Action 4: Establish procedures to maximize and ensure the efficient use of university resources

C. Personnel and professional development

Action 1: Work with the University administration to evaluate the staffing model, with particular attention paid to the contract terms of the professional Librarians

Action 2: Commit the necessary resources to ensure successful professional development for all staff members, and seek increased funding for said activities

Action 3: Develop and implement strategies for cross-training and the transfer of operational knowledge among staff

Action 4: Develop and implement strategies for the career advancement of staff

Action 5: In conjunction with the VPAA, develop and implement strategies to enhance its recruitment efforts to locate and hire highly qualified and diverse staff for all position openings.

Action 6: Establish training programs for staff and student employees to deal appropriately with emergencies

D. Facilities management: Library as Place

- Action 1: Design and develop plans for new library spaces, while working with our various partners to implement a 21st Century Library
 - Action 2: Maximize current physical spaces to provide a welcoming and collaborative learning environment
 - Action 3: Periodically review and update library policies as necessary
- E. Friends and Student Friends of Mabee Library
- Action: Integrate the Friends into the ongoing visioning process, and provide said groups with the necessary assistance to fulfill their functions in supporting development of the Libraries
- F. Faculty Library Committee
- Action 1: Encourage more active participation of the faculty in the process of ensuring continuous improvement for the Libraries of Washburn University
 - Action 2: Maintain strong communication and collaborative efforts with the faculty regarding budget and collection issues that affect teaching, research and curriculum development
- G. Assessment
- Action 1: Create and maintain a culture of assessment across all units
 - Action 2: Annually report their assessment findings to the University administration
 - Action 3: Participate in university-wide assessment activities to ensure compatibility with the University mission
- H. Cooperative Efforts
- Action 1: Work through the Council of Deans and Directors of Libraries (CODDL) to leverage local and statewide resources.
 - Action 2: Work alongside the ATLAS partner libraries (Washburn University School of Law Library, Kansas Supreme Court Law Library, State Library of Kansas and Kansas Historical Society Library and Archives) to enhance the functionality of the integrated library system
 - Action 3: Work with the School of Law Library to investigate the further leveraging of university resources to expand access to high-quality information resources