WASHBURN UNIVERSITY LIBRARIES IN THE 21ST CENTURY:
2008—2010 Strategic Plan
[May 16, 2008, Draft]

Mission Statement: The mission of the Washburn University Libraries is to guide teaching and learning in the transformation of our community through its intellectual discovery and educational experiences.

Narrative:

Historically, libraries served as the intellectual and cultural heart of their university, and the design of this 2008-2010 Strategic Plan is to return the Washburn University Libraries to that position by making
Mabee Library the "Academic Living Room of the Campus."

The caliber of a university's libraries, it is generally accepted, is a reliable mechanism through which to evaluate the quality of education offered to an institution's students.

Thus, for Washburn University a benign neglect of its Libraries is not an option.

This Strategic Plan focuses upon public services because the 21st Century Washburn University Libraries will reflect the needs of its clients. The Washburn Libraries will embrace new technologies as they emerge, and accept the reality that the majority of 21st century students and faculty begin their search for information electronically, meaning the Libraries internet presence must receive significant attention as a tool of outreach.

Technology has probably affected university libraries more than any other unit on the modern university campus, causing library users to access and use its collections in increasingly diverse ways. This means no library can be static in its services, and that this strategic plan will promote the careful and continual examination of all its operations. The Washburn Libraries will recognize, for example, the wealth of information that overwhelms the modern university student, and develop and implement an Information Literacy program for Washburn. Likewise, 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, both General Education and the Freshman Experience 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 its existence. The building and refining of a Digital Institutional Repository and a concerted effort to acquire both the intellectual and institutional output means that Special Collections will play an important role in the 21st century library. Yet, any library exists for reasons beyond just collecting materials. Washburn University has committed itself to the Transformational Experience and the notion that learning is more than just the accumulation of credits. Through this process, Washburn University recommitted itself to the support of its Libraries because of the recognition that they serve as the historic incubator of inter-disciplinary thinking and discovery.

The Libraries of Washburn University must provide an environment in which the promotion of imagination and wisdom occur. To accomplish this goal significant upgrades of the current facilities are required because the Libraries must offer a physical and sensory experience that inspires learning. Importantly, shaping much of this document is the idea that to get to information anywhere, one has to access it somewhere. This means, therefore, that the physical Library will remain the primary place where students and faculty turn when they need to use the tools of access and seek assistance in

obtaining knowledge. Thanks to the Pew Internet & American Life Project, a better understanding of the desires and practices of modern library clients exists. For example, those who enter the modern library, unlike users of the past, are not looking for large amounts of information. Instead, they search for specific knowledge. To find the precise information they desire, modern library clients recognize that various research methods are necessary and that asking for assistance is worthwhile. The Pew research offers the following information about modern library clients:

> Among those aged 18-30, **62%** visited libraries
> Among those aged 31-42, **59%** visited libraries
> A significant drop-off in visits occurred among the group aged over 50. For example, among those aged 53-61, **46%** visited libraries.
> Among those who self-reported as active internet users, **61%** visited libraries versus **28%** non-users.

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.[1] Again, the idea of the Washburn Libraries as the "Academic Living Room" of the University drives this strategic plan and its commitment to public services.

A knowledge based society demands people know where to find and how to evaluate and use information, and Librarians have long played the role of connecting clients to the information they require. This attribute of library life will only become more important in the 21st century because of the increasing availability of information, thus the Washburn Libraries will make its decisions not based upon trends but upon the core values and needs of the communities they serve.   The goal of this strategic plan is, ultimately, to begin a conversation that will result in further intellectual dialogue among people searching for answers to profound questions across disciplines, while drinking their coffee in the Libraries of Washburn University.

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[1] 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).

I. **Public Services**

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

A. Information Literacy

    Action: To develop a campus wide information literacy plan with a significant online tutorial by July 1, 2008. August 1, 2009, is the target date for full implementation of said plan

B. Research Assistance

    Action: To ensure the providing of high quality assistance at the point of need—either in person or via electronic means

C. Collections

    Action 1: Improve the breadth, depth and accessibility of information resources and library collections required to support instruction and research

    Action 2: Revise the processes of collection analysis, selection and purchasing of materials

    Action 3: Evaluate the relevancy and scope of both print and electronic serials

    Action 4: Evaluate the relevancy and scope of both print and electronic reference materials

    Action 5: Enhance the mechanisms through which to improve consortium purchases of library materials

D. Outreach

    Action 1: Create a range of programs designed to promote the libraries to the Washburn University community and beyond

    Action 2: Offer library related service-learning opportunities for students

E. Circulation

    Action: To create an increasingly automated and efficient 21st century circulation experience

F. Scholarly Communication

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

G. Interlibrary Loan

    Action 1: Streamline and make more efficient the process of interlibrary loan

    Action 2: Collect and disseminate interlibrary loan statistical information to enhance the process of collection development

    Action 3: Develop a process for the immediate evaluation of user requests with regard to their suitability for our permanent collections

II. <u>Digital Initiatives</u>

Goal: Provide a state of the art technical infrastructure and tools in support of both user access and internal library operations

A. ATLAS

   Action: Create and maintain an intuitive ATLAS experience

B. 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

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

C. Website design and support

   Action 1:   Design and maintain an intuitive Library 2.0 web experience

D. Digital Repository design and support

   Action 1:   Provide technical skills to develop and support the Washburn University Digital Repository

   Action 2:   Help plan and implement a specific process for archiving and submitting items to the Institutional Repository

E. Public Services support

   Action 1:   Collaborate with Public Services to investigate and implement the Library 2.0 experience

   Action 2:   Fully implement a laptop checkout program for students

   Action 3:   Work with ISS to place a libraries tab in MyWashburn

III. <u>Curriculum Resources Center (CRC)</u>

Goal: The mission of the CRC is to enhance the teaching and learning initiatives of the Washburn University Department of Education as well as support the community in their ability to develop successfully 21st century Learners

A. Outreach

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

    Action 2:   Explore a partnership with the Department of Education and the Kansas Reading Association to enhance 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 CRC orientations in EPIC courses and in ED 250 "Becoming an Education Professional" courses

E. Library Operations

    Action: Improve the processing of and access to preview and instructional materials

F. Interlibrary Loan

    Action: Explore participation in area school interlibrary loan systems

G. Collections

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

IV. Special Collections

Goal: To 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 OCLS international union catalog

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

B. 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

C. 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

D. 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

V. **Library Operations**

Goal: Enhance the effectiveness of the library organization in order to achieve higher levels of public service, efficiency and quality of work life.

A. Acquisitions and Processing

Action 1:   Improve the efficiency of processes to make available library materials to support Public Services.

Action 2:   The Libraries will ensure the effective management of print and electronic serials, including databases.

Action 3:   Practice effective techniques of sound ethical, fiscal and legal policies and procedures within acquisitions management.

B. Organizing materials for access

Action 1:   Work closely with Public Services and Digital Initiatives to ensure the quality and usability of the online catalog and databases.

Action 2:   Facilitate maximum access to all library materials, including the Digital Institutional Repository, with minimal delay by maintaining accurate catalogs and the providing of timely cataloging

VI. <u>Administration</u>

Goal: Guides and ensures 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 ongoing visioning process to develop 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:   The Libraries will provide the University with a realistic annual financial plan that includes current and future expenditures for staff, programming, technology, materials and equipment

Action 2:   The Libraries will 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:   The Libraries will work with WEA, Institutional Development, the Friends of Mabee Library and the University Grants Office to identify and obtain additional sources of financial support for the libraries

C. Personnel and professional development

Action 1:   The Libraries will work with the University administration to evaluate the staffing model

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

Action 3:   The Libraries will develop and implement strategies for cross-training and the transfer of operational knowledge among staff

Action 4:   The Libraries will develop and implement strategies for the career advancement of staff.

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

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

D. Facilities management

Action 1:   Make the best use of current physical spaces to provide a welcoming and collaborative learning environment

Action 2:   Identify and introduce amenities that enhance the library experience for our users

Action 3:   Periodically review and update library policies as necessary

Action 4:   Work alongside our various partners to develop a vision of the 21st Century Library

Action 5:   Design and develop an overall plan for new library spaces

E. Friends and Student Friends of Mabee Library

Action: Integrate the Friends into the 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 visioning process for the 21st Century Library

Action 2:   Maintain strong communication with the faculty regarding budget and collection issues that affect teaching, research and curriculum development

G. Assessment

Action 1:   The Libraries will create and maintain a culture of assessment across all units

Action 2:   The Libraries will annually report its assessment findings to the University administration

Action 3:   The Libraries will participate in university-wide assessment activities to ensure compatibility with the University mission

H. Co-operative Efforts

Action 1:   The Libraries will work through the Council of Deans and Directors of Libraries (CODDL) to leverage local and statewide resources.

Action 2:   The Libraries will work alongside the ATLAS partner libraries to enhance the functionality of the integrated library system

Action 3:   The Libraries will work with the School of Law Library to investigate the further leveraging of university resources