

# GOALS AND OBJECTIVES

Cornell University  
Cornell University Library  
Ithaca, New York

GOAL I: Build the knowledge base of print, digital, and other materials using selection criteria that reflect 1) the academic priorities of the University, 2) significant research in all areas of study pursued at the University, and 3) current collection strengths.

1. Strengthen access to digital collections by:

- allocation of funds and privileging electronic over print information when appropriate
- innovative collaborations with information technology staff, publishers, consortia and other research institutions.

2. Expand and foster partnerships with the faculty to enhance access to scholarly information and to ensure the long-term preservation of that material.

3. Digitize library holdings.

- Allocate annually a portion of the Library budget for digital conversion of analog holdings.
- Select materials for digitization on the basis of their potential for broad utility, unique value of materials converted, reflection of core strengths of Cornell's holdings, and opportunities for building distinctive aggregations through national and international collaborations, with particular attention to projects that meet these criteria and have the potential to generate external support or to produce revenues from their use.
- Investigate the extent and nature of use at Cornell and globally of Library digital collections currently available, incorporating these findings into the selection and design of new collections and the enhancement of existing sites.
- Use evaluative tools to analyze and measure strengths and costs associated with various collections, taking into account the services (i.e. cataloging, digitization, etc.) associated with collection building.

GOAL II: Provide digital "life-cycle" production services.

- Establish and maintain a central depository system capable of ensuring systematic management and long-term preservation and accessibility of digital collections.
- Establish and operate a digitization service capable of converting a variety of textual, graphic image, and audiovisual objects to digital form and to contract for outside scanning when appropriate.
- Establish and operate a "consulting to production" metadata service capable of producing metadata in a variety of formats to organize, manage, and preserve collections over time and to enable effective discovery and use.
- Establish and operate a copyright service capable of ensuring adequate observance and protection of intellectual property rights and facilitating effective administration of our digital assets.
- Instruct students, staff, and faculty in the use of available resources and tools facilitating the aggregation and organization of information and images.
- Work with the university to establish a program to archive the university's electronic records.

## THE ACADEMIC LIBRARY MANAGER'S FORMS, POLICIES, AND PROCEDURES HANDBOOK

GOAL III: Support electronic publishing, scholarly communication, and creative expression.

- Operate an electronic publishing program capable of systematic production and distribution of journals, monographs, and multimedia compositions and foster alternatives to conventional publishing.
- Build a discipline-based repository or repositories (math, physics, engineering, computer science, agriculture, law) that includes Cornell and non-Cornell resources, retrospective and current, commercial and nonprofit.
- Conduct a campus education program to increase awareness of issues relating to scholarly communication.
- Support innovative approaches to teaching, research, and creation, making the Library a site for exploration and experimentation.
- Selectively support Web authoring and electronic distribution and maintenance of information and image sources having broad educational use or unique value through collaborative endeavors.

GOAL IV: Support more effective organization and presentation of information for diverse audiences.

- Implement an integrated technological and methodological framework Library-wide, providing users with an integrated approach to discovery and use of Library resources and enhancing collection building and managerial efficiencies (e.g., Encompass).
- Make resources and services more visible and easier to find within Library buildings and on Library Web sites by employing appealing and engaging design techniques and intuitive navigational approaches.
- Pursue seamless linking between e-resources.
- Develop customized views and services for specific audiences, units, disciplines and genres.
- Integrate CU library sources, products and services into the CU information landscape.
- Provide users with the capability to create personalized views of the knowledge base.
- Develop enhanced services in support of social science and geospatial data.

GOAL V: Provide expert assistance, instruction, and an innovative suite of user services.

- Continue to build a distributed learning program supporting technology-based education.
- Expand document delivery capabilities, e.g., e-reserve, interlibrary loan and "borrow direct."
- Emphasize the role of librarians/information professionals/archivists as consultants and participants in the instructional and research programs of the University.
- Expand services in support of multimedia collections and production.
- Implement a system-wide chat reference service.
- Expand continuing education programs.
- Explore and develop 24/7 collaborative services.
- Implement software that supports push technologies so that users can get the information when and where they need it.
- Support the creation of an online version of every major exhibition mounted in the Library, incorporating additional materials, and instruction and exposition approaches not feasible in the physical exhibition.

GOAL VI: Create and maintain a physical environment that fosters learning and research through enhanced intellectual discourse and exploration.

- Agree on minimum standards and phase-in an implementation program to ensure all libraries provide a safe environment for both individuals and materials.
- Construct a second high-density storage module at the Library Annex in a timely manner, ensuring that this next module will be operational at the time it is initially needed.
- Phase in renovations in Olin and Uris libraries on the basis of the Shepley, Bulfinch, Richardson and Abbott reconceptualization study.

## GOALS AND OBJECTIVES

- Identify appropriate benchmarks for technological infrastructure needed to support multiple, and even unexpected, uses and provide resources to ensure that this level is available in all libraries.
- Create flexible spaces that by their size, furnishings, and orientation encourage exploration, innovation, and customization in all modes of information exchange, including individual, collaborative, and classroom.
- Conduct feasibility studies for unit libraries as appropriate.

GOAL VII: Foster an organizational culture that is agile, resilient and flexible, embraces change and encourages teamwork.

- Cultivate leadership skills that are focused and humane and that place a premium on cooperation across administrative lines.
- Identify the skills and resources needed for library innovation and develop new competencies by retraining and recruiting.
- Cultivate an understanding of CUL's goals and objectives and encourage staff participation in meeting these goals.
- Link performance evaluation system to achievements of master plan.
- Devise a more flexible reward system that recognizes both individual and team achievements.
- Revise CUL's organizational and committee structure to enhance effectiveness and to broaden participation.

GOAL VIII: Secure the resources to meet CUL's goals and objectives.

- Review current activities and expenditures to enhance efficiencies and to realign resources with new priorities.
- Determine the magnitude of the need—both one-time and ongoing—and establish a time frame for addressing it.
- Increase donor and external grant funding.
- Seek University financial support for selected new initiatives and building renovations.
- Establish a network of strategic partnerships to generate additional resources and share in the development and long-term maintenance of new services.
- Establish fee-based and cost-recovery mechanisms based on business plans and market assessments to support new services.

GOAL IX: Effectively market the library's products and services, and expand outreach to new and under-represented constituencies.

- Conduct a needs assessment to understand our users and their needs and integrate the findings into annual planning process.
- Expand the number of programs, events, and exhibitions relating to authors, readers, and other library-related cultural activities that enhance the community's awareness of the Library's resources and services.
- Enhance user recognition of the Library as a virtual presence by "branding" the licensed resources and the digital collections made available through the Library.

GOAL X: Develop strategic alliances in support of CUL's goals and objectives.

- Expand joint initiatives and relationships with peer institutions.
- Expand relationships and joint projects with other Cornell University departments.
- Determine the strategic value of CUL's membership in regional, national, and international library consortia and organizations.

## THE ACADEMIC LIBRARY MANAGER'S FORMS, POLICIES, AND PROCEDURES HANDBOOK

Ventura College  
Evelyn and Howard Boroughs Library  
Ventura, California

### Library Goals and Objectives for 2003–2004

I. Support instructional programs and cultural activities of the college, both on and off campus, by providing excellent facility, collection, equipment, and staffing service.

A. Develop collection maximizing limited resources to 75,000 volumes by 2009

B. Build and equip new facility

- Continue working with contractor, architect, and project manager to solve construction problems as they arise
- Determine furniture and equipment to go into building
- Work with budget issues as they arise

C. Help students to become information literate

- Facilitate student access to information
- Move the library Web site to Library Corp to enhance its capabilities
- Create a single search engine for all VC library databases
- Computerize periodicals collection and tie into single search engine, putting entire periodical collection at the service of students
- Provide same resources to off-campus students as on-campus students
- Revise Library Orientation Course based on student and faculty evaluations
- Develop Web-based orientation for off-campus students
- Establish benchmarks and increase number of students who receive library orientation

D. Prepare for move to new facility

- Develop a self-check-out system for patrons
- Weed collection
- Decide what indexes, periodicals, etc. should be added, deleted, or moved to electronic vs. paper
- Plan for physical move and establish moving priorities
- Create a print vending plan
- Revise library card concept vs. ASB cards

E. Create operational East Campus Learning Resources Center

- Train staff
- Equip center
- Identify and move reference materials from campus library
- Provide online services to center-Smarthinking tutoring, electronic branch library services
- Create a benchmark to measure effectiveness of services in improving student learning

F. Spearhead cultural activities, including hosting Frankenstein exhibit

G. Stay abreast of technological changes in Learning Resources Areas

- Research latest technology and complete equipment list for new building and East Campus Learning Resources Center

II. Address budget shortfalls in Learning Resources Area to minimize impact on services

A. Attain outside resources for new facility

- VC Foundation campaign
- Book drive
- Grants and Endowments

B. Review current staffing and make adjustments as required

III. Evaluate library and learning resources services and use results in planning

A. Assess student learning in library

- Pilot classroom assessment technique after library orientations
- Do a student survey

B. Increase student satisfaction as measured on Student Perception Survey spring 2006 by 5 percent

C. Complete learning resources accreditation self study

Many of these goals have been accomplished through activities, which will be described throughout this self study.

Ventura College's learning resources include programs and services that support students and faculty. As described in the "Ventura College Learning Resources Brochure," they include the Library, the Tutoring Center, the Multimedia Resources Center (traditionally called Audio Visual Services), the Learning Center and the Staff Resource Center (IIC-3). The library and learning resources organizationally reside within the Liberal Arts and Learning Resources Division under the administration of the dean. Classified employees working in Learning Resources serve under the supervision of the learning resources supervisor. (Please see IIC-4 for the organizational structure of the college as a whole and IIC-5 for the library and learning resources organizational structure.)

Governance opportunities are defined by the organizational and committee structures of the College. Ventura College is committed to the full participation of students, faculty and staff in the governance of the college. Governance of the Library and Learning Resources reflects this philosophy and, according to the "Library Policy Manual," is executed by "three main entities which serve as an interactive network, working together to promote communication and to oversee operations, review policies, and improve library services and environment" (IIC-6). These include the library executive staff, which meets bi-weekly with the charge of providing leadership, managing daily operations, and initiating, implementing and evaluating policies, projects and procedures; the Library staff, which meets monthly with the charge of reviewing operational procedures, recommending policy, and providing frontline knowledge affecting the services of the library; and the Library Committee, which meets monthly with the charge of supporting and advocating for the library's overall interests and providing input on policies, procedures and services. The Library Committee is composed of faculty representatives from each division, student body representatives, and classified learning resources representatives.

## *GOALS IN STRATEGIC PLANNING*

University of Washington  
University of Washington Libraries  
Seattle, Washington

Strategic Plan  
2002-2005  
Mission

The University of Washington Libraries enriches the quality of life and advances intellectual discovery by connecting people with knowledge.

Vision

The University of Washington Libraries will anticipate and meet the information needs of our communities in their search for knowledge. We will do this at any time and any place. We will use our extraordinary staff and our world-class portal to resources and services in creating a model information literate community.

## THE ACADEMIC LIBRARY MANAGER'S FORMS, POLICIES, AND PROCEDURES HANDBOOK

### Values

**Service:** We value quality, user-centered service, anticipating and meeting the information needs of the University's communities. We value the Libraries' role in making a difference in education and working for the public good.

**Scholarship:** We value the Libraries' vital role in life-long learning, in the free exchange of ideas, and in creating knowledge. We value collegiality and collaboration within the University Libraries and beyond.

**Respect:** We respect the individual skills, abilities and diversity of our patrons and staff. We value staff excellence, accountability and creativity.

**Resources:** We value building, organizing, preserving and providing research level resources for the University's communities. We value the Libraries as a dynamic facility to maintain and provide efficient access to our collections.

**Library as Place:** We value the Libraries as an intellectual commons, where the academic life of the University is enriched. We value the Libraries as a comfortable and welcoming workspace.

### Key Action Areas

#### Introduction

As we step back and assess the University of Washington Libraries' position in 2002, we have much to celebrate. Our collection ranks twelfth in size among North American research libraries, and our Library Gateway continues to provide access to thousands of electronic resources and documents. Our user surveys provide a wealth of information and continue to show that a vast majority of library users are very satisfied with Libraries services and collections. UW librarians continue to play a leadership role in information literacy discussions on campus and beyond. Our staff development program has few equals among other American research libraries and our employees can build on an already impressive range of knowledge, skills, and creativity to meet the challenges of an extraordinarily complex and constantly changing information world. Suzzallo Library, the architectural jewel of the UW campus, has just reopened after being closed for two years for much-needed seismic renovation, and over seventy Libraries staff members have returned to the facility from their temporary off-campus work locations.

While our outstanding collections, services, and staff continue to make the University of Washington Libraries one of the premier academic libraries in the world, we can maintain this reputation only by continually re-assessing and re-focusing our strategic goals and needs. We will seek strategic partnerships and collaborations to advance the Libraries' mission and vision. Many challenges face us; some are familiar and others have come without warning.

Spiraling inflation on the cost of library materials continues to threaten our financial ability to provide the information resources our faculty, students, and staff members need to be successful. Some progress has been made at a national level in transforming the scholarly communications system by creating affordable alternative outlets for scholarly output, and the University Libraries has participated in this effort, but much work remains to be done. The University's goal of preparing students for global citizenship has taken on new urgency since the events of September 11, 2001. It is more important than ever for the Libraries to continue to provide a balanced collection of interdisciplinary resources reflecting diverse viewpoints. We have made great advances by moving more of our resources and services online and moving towards our goal of creating an "any time and any place" library while continuing to provide valued traditional services.

Our principal responsibility is service to the University of Washington, including its regional, national, and international roles. As partners in the creation of new knowledge, the University Libraries' staff is challenging itself to reexamine its assumptions and conventions to take into account the evolving economic, social, and political changes around us while still maintaining that which defines us as a library.

To this end, the University Libraries will build upon the foundation of shared organizational goals and values developed by staff over the past three years and focus its Strategic Plan upon interrelated key action

areas. Anytime, Anyplace is listed first because it provides a framework for the future, and the four other areas are inextricably tied to and support that future.

Anytime, Anyplace

Excellence in Collections/Digital Resources

Capacity Building

Diversity and Organizational Culture

Information Literacy

### I. ANY TIME, ANY PLACE

Increasingly, information access is no longer tied to physical location or time of day. The University Libraries will work to develop an integrated environment of content, tools, and services in a wide selection of formats and via a variety of delivery mechanisms in order to accommodate its user communities diverse information needs, far-flung locations and different learning styles. This library-ideally available at any time and from any place-will support and improve the ability of the University to meet its standards of excellence in education and research and to prepare its graduates for a life of learning and global citizenship.

Given changes in use patterns and the accelerated availability of scholarly resources digitally, it is also appropriate to review our present service and collections configurations and recommend changes that can better support user and library staff needs in the most cost-effective manner.

Champion: Associate Director of Libraries for Research and Instructional Services

Core Group: Libraries Cabinet

### 2. EXCELLENCE IN COLLECTIONS/DIGITAL RESOURCES

To remain a world class academic library, we must do all we can to develop and maintain our collections at the highest level possible across all relevant subjects and across an ever broadening spectrum of formats. Our collections must evolve in response to the needs of learners and researchers and be preserved for future generations. By collections we mean not only the entire aggregate of what is traditionally meant by collections, that is, the information resources housed by an institution (e.g. archival records, ephemera, graphics, manuscripts, maps, monographs, newspapers, realia, recordings, serials, scores, &c.) but also remote information resources to which an institution provides access, whether via licensing of electronic resources, free Internet resources, or cooperative collection building and sharing.

Recognizing that we cannot own every resource, we must find novel ways of providing them via advanced information technologies. Increased sharing and cooperative collection development among institutions can provide other resources, so that all can benefit from each other's strengths.

As important as our collections are, we cannot ignore the facilities that house them. The Libraries strives to provide inviting and modern facilities for collection maintenance and use, and to preserve our resources in the best environment possible.

We must work with partners internationally to influence the development of standards for institutional repositories for digital assets as well as lead local implementation. Likewise, we must continue our efforts to provide guidance and leadership as changes occur in scholarly communications that have a tremendous impact upon libraries and those they serve.

Champion: Associate Director of Libraries for Resources and Collection Management Services

Core Group: Information Resources Council

### 3. CAPACITY BUILDING

To maintain our commitment to excellence, we must do more than simply seek additional funding. We also must proactively create the means to leverage our priorities by reallocating resources, consolidating and economizing where we can.

## THE ACADEMIC LIBRARY MANAGER'S FORMS, POLICIES, AND PROCEDURES HANDBOOK

Insufficient financial support leads to non-competitive compensation, which further leads to staff attrition. This compromises the service provided to the community and the ability of the University Libraries to adequately staff all departments and facilities. Such deficiencies impair the Libraries' ability to maintain its facilities as welcoming places and to keep them equipped with effective tools for research and learning. Collections suffer without proper funding. The University Libraries must devote energies to supplementing the funds provided by the State of Washington for University library support.

The University Libraries will secure additional funding [e.g. from gifts, grants, &c.] to maintain and preserve collections, facilities, services, and to meet staffing needs. Maintaining fiscal discipline, realigning our budget with our Mission and Vision, and reconfiguring how the Libraries and its staff serve its constituents will continue to be crucial.

Champion: Deputy Director of Libraries

Core Group: Libraries Cabinet

### 4. DIVERSITY AND ORGANIZATIONAL CULTURE

Respect for all human diversity is a fundamental value of the Libraries. Staff members who appreciate different backgrounds and perspectives provide us with a competitive advantage as we approach problem solving and planning for services. This appreciation also allows us to serve our increasingly diverse communities more effectively and with more sensitivity.

In order to move towards our goal of developing a more diverse staff with greater appreciation of diversity, it is important that we understand our overall organizational culture so that we can leverage it to plan for change in ways that are congruent with our values.

Champion: Betsy Wilson, Director of University Libraries

Core Group: Diversity and Organizational Culture Task Force

### 5. INFORMATION LITERACY

The Libraries is an active participant in the educational mission of the University of Washington. The Libraries seeks, through collaborations with educators on campus and beyond, to ensure that UW graduates are information literate, able to find, select, and assess information, and therefore prepared to succeed personally and professionally in a global, knowledge-driven society.

Augustana College  
Thomas Tredway Library  
Rock Island, Illinois

Strategic Plan

Objectives, Listed by Goal

Materials—Support and enrich each student's learning with the most educationally valuable resources in the most appropriate formats.

In response to changing curricular requirements (e.g. the Learning Communities and First Year Ages courses), select materials that support current and future needs.

Begin working internally and with faculty to determine additions to the collection that will be needed to support Senior Inquiry.

In consultation with the faculty, continue transition from paper to electronic format for many of our periodicals. Examine licenses for restrictions on ILL.

Develop a collection recovery plan.

Assess patrons' needs and quality of our collection building efforts by analyzing system reports of circulation and interlibrary loan data.)

Preservation of selected materials: migrate from obsolete to new formats.



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Use statewide collection assessment data to establish a deselection plan.

Complete study of loss rate and security of materials

Organization—Make the library simple to use; describe and organize knowledge and information so that users can obtain resources in the most efficient manner.

Create online records of items in Special Collections.

Complete plan to reorganize and strengthen Special Collections, and submit to the Dean.

[Given the potential for increased use of Special Collections for Senior Inquiry projects, the two goals listed above have become even more important.]

Explore whether current or potential “pockets” in the collection should be changed. (e.g., Teaching Collection, video collection)

Implement link resolver and federated search software to increase ease of access to online journals.

Complete off-campus Web access for as many databases as possible.

Review the purpose, presentation, and development of research guides.

Implement improved “New Book” and video lists on the website.

Investigate open URL links to Google Scholar; implement if appropriate.

Service—Deliver coordinated, consistent, and high quality service that is responsive to the Augustana College community and to other library users.

Explore new ways of evaluating our services.

Collaborate with faculty and ITS staff regarding use of Moodle and reserve readings.

Analyze our Friday and Saturday open hours and our reference hours.

Provide an all-staff in-service activity on individual strengths and teamwork.

Establish library liaisons to non-academic departments (e.g., Career Center).

Develop Library award for inclusion in Honors Convocation.

Teaching—Collaborate with the faculty to teach each Augustana student to locate, evaluate, and use information effectively.

Integrate information literacy into upper level curriculum planning.

Begin working internally and with faculty to determine what kind of librarian teaching and consultation that will be needed to support Senior Inquiry.

Compile an online collection of information literacy assignments and other materials for faculty.

Conduct organized discussions of teaching on a regular basis.

Continue integration of Special Collections into courses.

With other faculty, develop a TRAC or similar program about our integration of information literacy into the curriculum.

Develop tutorial for training Circulation student workers and evaluate its success.

Explore ways in which the library can support lifelong learning and the liberal arts (e.g., Web site).

Place—Develop the library not only as a repository of resources or a gateway to information, but as a place where faculty, staff, and students communicate and collaborate intellectually, culturally, and socially; enhance the library to best support Augustana’s goals of academic excellence and student growth.

Revise and update Library Safety Manual.

Revise method of doing patron count to identify how space is currently used.

Set up and announce 2nd floor periodical reading area.

Expand/improve use of technology and wireless access throughout the library.

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As part of Augustana's strategic goal to enhance existing facilities: Investigate ways in which other libraries use their space in order to develop a plan for changing our space usage.

Community—Contribute to the development of the Augustana College community by participating in its curricular and co-curricular activities, and in its connections to the greater community.

Develop "Artful Library" and Jewish literature projects (05–06) and possibly "Year of the Book" (06–07) project.

Review campus community projects. (e.g., quotation contest, Week 7 seminar)

Collaborate with regional public libraries and historical societies via Upper Mississippi Valley Digital Archive project.

Maintain display of faculty publications.

Prepare for North Central Review in 2005 and organize evidence room.

Communication— Inform the college community what we do and why; engage the members of that community in using library services, thereby promoting the integration of intellectual inquiry, academic excellence, and respect for diversity into the fabric of Augustana College.

Use the library newsletter and Web site to communicate with the Augustana community.

Work with Office of Communication and Publications.

Develop a "marketing" plan, both internal and external.

Improve internal communication.

Develop Library annual report.

Develop online Library bulletin board.

Replace or fix signage in elevators and on 2nd floor.

Investigate use of blogs.

Investigate development of Web page on librarianship as career.

Professional Development—Participate in professional communities and activities in order to strengthen the services of the library and their support of academic excellence.

Attend Oberlin Group of Library Directors meeting.

Hold office in IL Association of College and Research Libraries.

Serve on boards of and advisory committees to IL library consortia.

Attend online and in-person professional seminars.

Attend numerous consortia committee and membership meetings, including CARLI (IL academic libraries), local system, OCLC, and others.

Submit publications and presentations to appropriate journals and groups.