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## Musselman Library Strategic Plan 2013-2016

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## Musselman Library Strategic Plan 2013-2016

### Abstract

Musselman Library Strategic Plan 2013-2016 reflects the evolution of libraries and higher education since the 2007 adoption of Crossroads, Connections, and Creativity: Musselman Library Strategic Plan. The 2013-2016 strategic plan challenges Musselman Library to think about ways in which the library can further support its community of learners. This plan builds upon the core issues of services, collections, learning, and access that were identified in 2007 and recognizes the growth accomplished in these areas.

In early 2013, Robin Wagner, Director of Library Services, formed the Strategic Planning Steering Committee in order to develop a plan to guide Musselman Library's priorities for the next three years. Following an environmental scan, focus groups, and dialogue with library staff, the committee identified five issues confronting libraries: lifelong learning, leadership, sustainability, continual assessment, and partnerships. Working groups were formed and charged to create goals and objectives inspired by these five issues.

From the work completed by the groups, the Strategic Planning Steering Committee distilled these issues and articulated goals that advance the library within four strategic directions: lifelong learning, leadership, sustainability, and continual assessment. Recognizing the foundational role of collaboration in a liberal arts environment, partnerships is integrated across the four strategic directions, goals, and objectives.

The 2013-2016 plan demonstrates Musselman Library's commitment to contribute to Gettysburg College's mission and addresses challenges presented to a new generation of learners and scholars in an age of information abundance. [*excerpt*]

### Keywords

Musselman Library, Gettysburg College. strategic plan, college library

### Disciplines

Library and Information Science

# Musselman Library Strategic Plan 2013-2016



Submitted by the Strategic Planning Steering Committee

September 5, 2013

## Introduction

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The 2013-2016 plan demonstrates Musselman Library's commitment to contribute to Gettysburg College's mission and addresses challenges presented to a new generation of learners and scholars in an age of information abundance.

### **Strategic Planning Steering Committee:**

Clinton Baugess, Reference & Instruction Librarian

Ronalee Ciocco, Director of User Services

Jeremy Garskof, Acquisitions Librarian

Natalie Hinton, Assistant Director of User Services

Amy Ward, Director of Technical Services

## **Mission Statement**

Musselman Library empowers our community of learners to discover and engage with the world's collected knowledge, to explore creative and intellectual pursuits, and to actively participate in research and scholarship. We are dedicated to encouraging critical and imaginative thinking, promoting lifelong learning, and supporting teaching and learning through partnerships and collaboration.

## **Vision Statement**

Musselman Library is the intellectual center of campus. Our collections, services, and spaces support Gettysburg College's strong tradition of a liberal arts education by

- providing expertise and services that exceed expectations, curating dynamic collections in support of academic and creative interests, and creating spaces in which to engage in research, scholarship, and independent and collaborative study,
- anticipating and responding to the evolving information landscape and changes in scholarly communication and technology,
- advocating for intellectual freedom, open access to scholarship, and the responsible and ethical use of information, and
- inspiring our community to create and share knowledge.

## **Strategic Directions for Musselman Library**

### **Lifelong Learning**

We foster intellectual curiosity, personal growth, and the development of critical thinking and information literacy skills. We promote the widespread dissemination of ideas and information to support curricular learning goals and student and faculty research. Musselman Library champions the free exchange of beliefs and ideas to challenge, enlighten, and enhance our community's personal and professional lives.

### **Leadership**

We encourage a forward-thinking library staff that anticipates and responds to developments in the library profession and advocates for the benefit of our library users. We support opportunities that enable library staff to assume leadership roles in library and campus initiatives.

### **Sustainability**

We are committed to creating a healthy and environmentally sustainable library that guarantees the welfare of the collection, bolsters services, and fosters thoughtful implementation of new initiatives while addressing the needs of our community. We are further committed to implementing a sustainable, responsible philosophy that addresses the future of our spaces and daily operations.

### **Continual Assessment**

We value continual evaluation of our library resources and services to anticipate and respond to the changing needs of our community. Assessment should inform policies and procedures and guide new opportunities.

## Strategic Plan

### Lifelong Learning

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#### **Goal A: Expand opportunities for students to develop information literacy skills.**

**Objective 1: Create information literacy learning goals.** Develop information literacy learning goals for particular segments of the campus population, ranging from first-year students to graduating seniors, in order to improve student learning.

**Objective 2: Work with academic departments to map information literacy skills across curricula.** Target departments with structured, sequential curricular requirements. Seek partners, such as the Johnson Center for Creative Teaching and Learning (JCCTL) or Provost's Office, to expand grant offerings and develop new opportunities to incentivize departmental curriculum mapping of information literacy skills across the major.

**Objective 3: Expand efforts to reach "high impact" courses, such as first year seminars, methods courses, and senior seminars.** Build upon successful practices already in place in the information literacy program and develop new strategies for greater integration of information literacy skills in these areas.

#### **Goal B: Continue to develop cultural and educational initiatives that support lifelong learning.**

**Objective 1: Provide our campus community with ways to actively engage with collections.** Enhance student learning through reading or other programs. Promote resources that support campus speaker series and other major events. Draw upon patron expertise to assist in describing collections.

**Objective 2: Explore ways in which to provide technology training in areas related to libraries, reading, and research.** Identify strategies, such as brown bag lunches, tutorials, and workshops, to provide opportunities for students, faculty, and staff to develop the technical skills necessary for the current and future information environment.

**Goal C: Develop learning opportunities through strategic partnerships with key offices, centers, and institutes across campus.**

**Objective 1: Integrate the library into campus programs in order to meet students' information needs beyond the classroom.** Collaborate with potential partners, including but not limited to the Center for Public Service, the Intercultural Resource Center, or the Writing Center, to identify ways in which the library can support student learning.

**Objective 2: Partner with Support Staff and Administrative Councils to promote further engagement with library services and collections among college employees.** Identify college employee library needs and explore outreach programs in order to promote the library's value and potential use to the broader campus community.

## **Leadership**

We encourage a forward-thinking library staff that anticipates and responds to developments in the library profession and advocates for the benefit of our library users. We support opportunities that enable library staff to assume leadership roles in library and campus initiatives.

**Goal A: Advance scholarship across campus in its established and emerging forms.**

**Objective 1: Educate library staff and the campus community about open access, digital scholarship, and other emerging methods of scholarship.** Provide professional development and other campus-wide learning opportunities to increase knowledge about open access, copyright, related issues, and how the library can support these initiatives. Implement campus-wide activities during Open Access Week.

**Objective 2: Promote and support open access scholarship on campus.** Partner with the Provost's Office to create a campus-wide open access policy and to establish an open access fund. Increase visibility of open access by continuing to expand The Cupola as both an institutional repository and publishing platform for academic journals.

**Objective 3: Support faculty engaged in digital scholarship.** Connect the library's resources and instructional support with faculty and student-initiated digital projects. Explore partnerships with IT, ITT, and the Associate Provost for Scholarship for workshops or other training related to research and teaching.

**Goal B: Enhance library staff expertise on emerging trends in libraries and librarianship.**

**Objective 1: Sustain our commitment to develop local expertise and leadership.**

Continue to encourage engagement within the library profession to expand staff knowledge on library trends. Foster grassroots leadership, enabling staff to take ownership in implementing new and innovative ideas gained through professional development opportunities.

**Objective 2: Establish a library forum to close the loop between conference attendance and library practice.** Communicate new knowledge with library staff acquired through workshops, conferences, or other training.

**Sustainability**

We are committed to creating a healthy and environmentally sustainable library that guarantees the welfare of the collection, bolsters services, and fosters thoughtful implementation of new initiatives while addressing the needs of our community. We are further committed to implementing a sustainable, responsible philosophy that addresses the future of our spaces and daily operations.

**Goal A: Ensure Musselman Library's sustainability.**

**Objective 1: Maintain the collection's integrity within Musselman Library and Knouse.**

Develop library-wide parameters for the scope and future growth of the collection. Continue to discuss methods to balance physical and virtual collections. Explore implementing Clareson Report recommendations to maintain the physical collection's health.

**Objective 2: Anticipate and respond to advances in library technology.** Identify and address hardware and software obsolescence to maintain the viability of library technology. Explore and invest in new technologies that enhance existing collections and services. Develop shared information opportunities with IT and ITT concerning technology on campus.

**Objective 3: Explore funding opportunities to implement new initiatives.** Investigate new funding sources, including gifts and endowments. Explore funding opportunities with the Associate Provost for Scholarship, Johnson Center for Creative Teaching and Learning, and the Development Office. Advocate for funding and resources to support new academic programming.

**Goal B: Implement and promote environmentally sustainable practices.**

**Objective 1: Identify and conserve consumable resources.** Evaluate usage of paper and electricity and explore options to implement controls to limit wasteful practices. Coordinate with groups on campus to explore recycling outlets and other collaborative initiatives.

**Objective 2: Develop and promote green research and classroom habits.** Advocate for a print release system for public computers. Assess the usage of e-readers and tablets on campus. Promote the library's e-resources and software applications that encourage paperless research practices.

**Continual Assessment**

We value continual evaluation of our library resources and services to anticipate and respond to the changing needs of our community. Assessment should inform policies and procedures and guide new opportunities.

**Goal A: Incorporate assessment across the library to improve the user experience.**

**Objective 1: Support a culture of assessment.** Establish a shared understanding about the purpose of assessment in the library, outline expectations for assessment, provide relevant professional development opportunities, and use data to make decisions.

**Objective 2: Create a library-wide assessment plan.** Conduct a library-wide data audit. Identify metrics that support our strategic goals and those of the College. Empower departments to create or use assessment activities to influence their services.

**Objective 3: Investigate opportunities to use national survey instruments for library assessment purposes.** Explore options available for existing national survey instruments, including Project Sails, MINES for Libraries, and Understanding Library Impacts.

**Goal B: Understand and communicate Musselman Library's value using assessment data.**

**Objective 1: Cultivate connections with campus offices that are involved with assessment.** Develop relationships regarding assessment with the Office of Institutional Analysis and the Committee on Learning Assessment (COLA). Where relevant, join existing campus assessment projects. Investigate commercial assessment management systems (AMSs).

**Objective 2: Communicate results with stakeholders and campus decision makers.**

Identify appropriate stakeholders across campus and explore ways in which to communicate library assessment data effectively.

## **Appendix A: Working Group Members and Reports**

The working group members played an extensive role in developing goals and objectives that went into developing the strategic plan. The workgroups were composed of library staff from across professional roles and departments and were chaired by a member of the Strategic Planning Steering Committee. Kerri Odess-Harnish, Reference & Instruction Librarian, advised the SPSC throughout the strategic planning process.

### **Lifelong Learning**

- Clinton Baugess, Chair, Reference & Instruction Librarian
- Chelsea Bucklin, Technical Services Intern
- Meghan Kelley, Extended Operations Specialist
- Carolyn Sautter, Director of Special Collections
- Denise Weldon-Siviy, Collections Associate

### **Leadership**

- Ronalee Ciocco, Chair, Director of User Services
- Mallory Jallas, Reference & Instruction Librarian
- Kate Martin, Acquisitions Assistant
- Donna Skekel, Serials & Electronic Resources Librarian

### **Sustainability**

- Natalie Hinton, Chair, Assistant Director of User Services
- Catherine Perry, Special Collections Assistant
- Susan Pinkey, Circulation Assistant
- Tim Sestrack, Music Librarian

### **Continual Assessment**

- Jeremy Garskof, Chair, Acquisitions Librarian
- Jessica Howard, Electronic Resources & Web Services Librarian
- Lisa McNamee, Reserves Coordinator
- Janelle Wertzberger, Director of Reference & Instruction

### **Partnerships**

- Amy Ward, Chair, Director of Technical Services
- Zach Coble, Systems & Emerging Technologies Librarian
- Meggan Smith, Reference & Instruction Librarian
- Miranda Wisor, Administrative Assistant