

## College of Saint Benedict/Saint John's University Libraries, Media and Archives

### Strategic Plan 2016-2018

CSB/SJU's *Strategic Directions 2020* challenges the Libraries, Media and Archives to participate in offering a "great residential, liberal arts education." *SD2020* reminds us that "throughout our histories we have approached inquiry and discovery through the lens of community and the connections that bind individuals, families and cultures." This Strategic Plan, like *SD2020*, positions the Libraries, Media and Archives to be distinctive in adapting to the needs, expectations, and aspirations of a 21<sup>st</sup> century student body.

#### Mission

We partner with the CSB/SJU academic community and other libraries to support the curriculum and further the institutional missions. Through our facilities and services we enhance learning, teaching, scholarship, and creativity within our Benedictine communities.

#### Vision

The Libraries, Media and Archives strive to be a seedbed of self-directed learning at CSB/SJU. Through our programs, our students, faculty and visitors will generate new knowledge, develop creative expression, engage in thoughtful conversation, and draw upon the record of human experience.

#### Values

Our decision-making is guided by our [Benedictine values](#) and the [Library Bill of Rights](#), and is grounded in a commitment to the liberal arts.

1. The CSB/SJU Libraries, Media and Archives contribute to the liberal arts experience through expert discipline-based research guidance, innovative learning spaces, robust information resources, and effective campus partnerships to advance student learning.

#### **A. Cultivate collaborative relationships within the CSB/SJU Libraries and community to improve the learning experience of students.**

a. Alcuin building project. Work with other partners in the renovated and new spaces to establish and sustain a collaborative environment. Develop an organizational structure to adequately manage and coordinate service delivery among the academic support units (including IT Services) that have space in the new Alcuin building. Action Plan: Learning Commons Development (Library Director)

b. Technology support. Identify IT Services', Media Services', and the Library's respective responsibilities for academic technology development. Address current gaps in student learning support. Action Plan: Educational Technology Integration Plan (Technology Services Manager)

c. Reference and research consultation services and Media Services. Develop and enhance collaborative efforts between reference and research services staff and media staff, especially the Digital Technology Support Specialist, to create new pedagogy and instructional tools for our information literacy program. Action Plan: Educational Technology Integration Plan (Technology Services Manager)

#### **B. Stimulate innovative and successful approaches to library-based learning.**

a. Assessment. Develop an assessment plan to measure impact on student learning. Measures may address research guidance, learning spaces, information resources, and campus partnerships in addition to classroom based information literacy. Action Plan: Assessment Plan drafted by Information Literacy Librarian, reviewed by Librarians.

b. Professional development. Given the many new developing areas within librarianship, make resources available for appropriate investigation and development of emerging project areas. Examples including Digital Scholarship, Digital Humanities, Scholarly Communication, and Research Data Management. Action Plan: Staff Development Plan (Library Director)

c. Reference and research consultation services. Continue to develop and offer research consultations to students, but develop new delivery paradigms to ensure their ongoing sustainability. Investigate possibility of using information literacy instruction and instructional design technology to streamline consultations. Consider new reference staffing models to address changing walk-in traffic patterns at both Libraries. Action Plan: Reference Task Force (Assoc. Director Reference, Research, Instruction; Access Services Manager)

d. Information Literacy. Continue working with faculty to expand involvement in Common Curriculum and upper level courses to grow post-FYS information literacy skills. Integrate 2015 Framework for Information Literacy into existing information literacy programs. Action Plan: Assigned to Information Literacy Librarian.

### **C. Invest in information resources that support the mission and curriculum of CSB/SJU.**

a. Collection Assessment. Commit to a full-scale assessment of the Library's collection, including the physical and digital "main" collections and special collections. Action Plan: Collection Management Plan (Collection Development Librarian).

b. Institutional Repository. Expand and enhance Digital Commons, working to engage broader institutional support, rather than just a library project. Maximize visibility and impact of CSB/SJU scholarly and creative work. Action Plan: Assigned to Institutional Repository Committee

c. Licensed electronic resources. Continue to invest in high quality digital materials, both leased and purchased, that support student learning and the curriculum. Action Plan: Collection Development Policy (Collection Development Librarian).

d. Print collection. Continue to manage and develop the print collection, including a plan to efficiently and effectively weed the print collection, within the bounds of good stewardship of resources and current and future needs. Action Plan: Collection Development Policy and Collection Management Plan (Collection Development Librarian).

e. Gift materials policy. Consider developing a more restrictive policy for adding gift materials to the collection that recognizes values of materials relative to processing costs, space constraints, and long-term scholarly significance. Action Plan: Collection Development Policy (Collection Development Librarian).

2. The CSB/SJU Libraries, Media and Archives supports the transformational development of women and men through close mentoring experiences and opportunities for student leadership and career development.

### **A. Guide students in reaching their personal and professional goals**

a. Implement Student Media Organization that fosters the ability to access, analyze, evaluate, and create media while providing opportunities for management and leadership experience for participants. Action Plan: Johnnie-Bennie Media proposal (Media Services Manager)

b. Maintain and strengthen student employment to include effective mentoring and career development. Emphasize development of work-life skills including communication, teamwork, problem-solving, and time management as well as technical skills. Action Plan: Student Employment Model (Access Services)

c. Practice Benedictine value of Listening. Create opportunities to listen to students who come to Libraries, Media and Archives. Action Plan: Staff Development Plan (Library Director)

### **B. Address outdated perception of Library brand**

a. Assessment and marketing. Continue to develop nascent efforts in assessment and marketing to ensure we are meeting student, faculty, and broader community needs as well as offering the

appropriate programs, services, and other resources to have the greatest impact on student learning and faculty support. In addition, develop and execute an assessment/marketing plan that continually identifies when, where, and how students want to use our services and collections. Action Plan: Marketing Plan (Marketing Committee)

b. Communicate value of academic libraries. Leverage attention to Learning Commons project at SJU to call attention to range of academic support provided by libraries. Coordinate with liaison librarians to share data on library impact on student learning. Action Plan: Value of Academic Libraries Plan (Library Director)

### **C. Foster culture of inclusive hospitality**

a. Increase emphasis on skills needed to work with students with physical, emotional, and mental health disabilities as defined by Federal law. Action Plan: Staff Development Plan (Library Director)

b. Set a priority to recruit staff persons of color as openings arise, so that staff composition more closely reflects that of the student body. Action Plan: Staff Development Plan (Library Director)

c. Take special effort to assure photographs of students using the libraries, including student employees, are representative of our diverse student population. Use these photos on the website, in posters, etc. Action Plan: Marketing Plan

d. Strategize some way to cooperate with Athletics. Expand student athlete geography from gym/refectory/dorm to make it a quadrant of gym/refectory/library/dorm. Action Plan: Marketing Plan (Marketing Committee)

3. The CSB/SJU Libraries, Media and Archives promotes the Catholic and Benedictine experience of our institutions by reflecting the Catholic intellectual tradition, preserving our heritage, and modelling Benedictine values in our community.

### **A. Present & preserve Benedictine heritage**

a. Media and Archives collaboration to increase access and discovery of digital materials related to our heritage. Action plan: Preserving and Presenting our Benedictine Heritage (Archivist).

b. Relocate Archives in new Special Collections area of Alcuin Library, and initiate display program in associated space. Action Plan: Assigned to Archivist.

### **B. Maintain and enhance distinctive collections**

a. Optimize discovery and use of special collections, including expanded outreach efforts. Action Plan: Special Collections Action Plan (Library Director).

b. Create a more user-friendly access arrangement that is not dependent on individual staff availability, particularly in the case of non-rare materials (e.g., Arca Artium reference collection). Action Plan: Special Collections Action Plan (Library Director).

c. Theology materials. In consultation with the School of Theology (SOT) and Theology Department faculty, Saint John's Abbey, Saint Benedict's Monastery, the Collegeville Institute, and other partners, determine financial support the Library can provide beyond the SOT annual grant. Action Plan: Assigned to Collection Development Librarian, Library Director

d. Partner with Benedictine Institute, SOT, and monastic communities to broaden understanding of Catholic Intellectual Tradition and Benedictine practice of *lectio divina*. Seek collaboration through Catholic Library Association and American Theological Library Association. Action Plan: Assigned to Library Director, Theology liaison librarian.

e. Partner with campus departments and offices (Environmental Studies, Hispanic Studies, Peace Studies, Office of Sustainability, etc.) to infuse programs with content related to Catholic Intellectual Tradition and Benedictine Values. Action Plan: Assigned to Liaison Librarians

4. The CSB/SJU Libraries, Media and Archives achieve high standards of excellence while developing affordable and sustainable models of operation.

**A. Exercise stewardship over financial resources appropriate for a nationally-ranked liberal arts college library.**

a. Budget. Ensure financial flexibility to address changing user needs, particularly those that require investments in technology. Obtain new resources or, at the very least, obtain greater flexibility within existing budget lines to pursue new investments. Action Plan: Assigned to Library Director

b. Seek systems workflow efficiencies that allow us to maximize interpersonal contact with patrons. Action Plan: WMS Implementation (Technology Services Manager)

c. Explore, support, and leverage open models for scholarly communication. Raise awareness of open education resources, including open access textbooks. Action Plan: Open Access Communication Plan (Intuitional Repository Committee)

d. Digital Preservation. Develop and implement a preservation program for both born digital and digitized materials. Action Plan: Digital Preservation Plan (Technology Services Manager)

**B. Provide Organizational development opportunities for continuous improvement**

a. Inventory staff expertise to identify knowledge gaps, and find training opportunities to respond. Action Plan: Staff Development Plan (Library Director)

b. Staff development and recruitment. Continue to fund staff development lines at existing levels; consider adding additional resources as budget resources permit. Action Plan: Staff Development Plan (Library Director)

c. Initiate a staff succession, orientation, and cross-training plan. Action Plan: Staff Development Plan (Library Director)

d. Offer regular staff development opportunities to foster team building, customer service, and technology skills. Action Plan: Staff Development Plan (Library Director)

**C. Strengthen impact through evidence-based practice**

a. Program Review. Dedicate specific funding, from Library or Academic Affairs funds, to contract with an outside reviewer to consult prior to future program review activities. Action Plan: Annual budget (Library Director)

b. Data and statistics management. Develop a centrally-managed data and statistics resource that provides non-sensitive internal data and statistics to all library staff on an as-needed basis. Assign specific staff to manage and provide access to this information. Action Plan: Data repository plan (Assoc. Director)