

## **Library Strategic Plan, 2014-2017**

This document responds to the recently released College Strategic Plan, to ensure Library priorities align with those of our institution.

Several priorities and objectives were developed over the past few months during internal Library planning discussions which were meant to challenge our fundamental notions about services, resources and spaces. While our goal is to “Do the right thing at the right time” as we act on the evolving expectations and needs of our stakeholders, external factors too often intercede. Flexibility is the key to guiding our operations so that we can maximize the benefits to our various user groups, continue to be fiscally responsible, and embrace the decisions and solutions that must be adopted to stay ahead of the curve in the ever-transforming information landscape. The ability to manage change is critical.

In addition to the College Strategic Plan, our goals and activities in the coming years will be informed by the strategic plans of both the Heads of Libraries and Learning Resources (HLLR) of the Ontario colleges, and by Ontario Colleges Library Service (OCLS), our Ministry-funded provider of core and opt-in services. The planning processes of the two bodies are initially blended to recognize similar stakeholder groups and to leverage the expertise and shared objectives of these organizations. Integrated planning began in Summer, 2014; strategic plans are expected by late Spring, 2015. During this time period, extensive stakeholder labs and key informant interviews are being conducted, tapping into the insights of diverse individuals and organizations such as the Canadian Research Knowledge Network consortium, Colleges Student Alliance, OntarioLearn, Ontario College Committee of Chief Information Officers, vendor representatives, and academic library visionaries. Data and opinions are being gathered on changes to post-secondary education, challenges of academic institutions, behaviours and expectations of students and faculty, impacts of the province’s economic environment, trends in technology, and developments in teaching and learning.

The Library is undisputedly a centre of activity. As befits our College’s priorities, we aspire to be a centre of excellence. To achieve this goal, all facets of the Library’s three supports – services, resources, space – must be outstanding.

*November, 2014*

## Library Resource Centre Priorities and Objectives

College's Strategic Priorities	Library's Strategic Priorities	Library Objectives <i>(Immediate and ongoing unless start date indicated)</i>	Performance Measures
<p>Building <b>capacity</b> to support prosperous communities</p> <ul style="list-style-type: none"> <li>• Diverse range of learners</li> <li>• Degree programming</li> <li>• Increased enrolment</li> <li>• Community partnerships</li> </ul>	<p>Develop the capacity within our own staff complement and with external partners to serve all individuals and user groups superbly and equitably</p>	<ul style="list-style-type: none"> <li>✓ Encourage and supply additional training for staff (e.g. subject specific, resource / technology related, virtual interactions, cultural awareness, special needs) to enhance customer service to diverse and growing populations and programs</li> <li>✓ Continue to develop partnerships with libraries of other organizations to provide access and on-site service to students as needed (Laurier, public libraries, etc.)</li> <li>✓ Strengthen partnerships with other College departments, particularly Student Affairs units, to ensure seamless and consistent communications and services</li> </ul>	<p>Staff PD participation and independent learning, documented / reflected in performance appraisals and monthly reports</p> <p>Formal and informal agreements with other institutions</p> <p>Active, shared projects and event programming, documented by increased collaboration and positive feedback</p>
<p>Ensuring <b>quality</b> in education and services</p> <ul style="list-style-type: none"> <li>• Technology-enabled learning</li> <li>• Flexible delivery methods</li> <li>• Facility renewal for quality learning environment</li> <li>• Support for faculty</li> </ul>	<p>Instill quality in all aspects of our work, including customized crafting and delivery of services, creation of inspirational spaces, and access to leading edge resources, to support student success and academic excellence; coordinate with quality processes already in place or evolving at the College</p>	<ul style="list-style-type: none"> <li>✓ Integrate Library supports within the Major / Annual Program Review processes [Fall, 2014]</li> <li>✓ Transform Doon Library as an inspiring learning environment dictated by client needs and styles [Summer 2015, ongoing]</li> <li>✓ Combine online services, mobile devices, and kiosk delivery to assist students with research at point-of-need, including beyond Library walls, for the high tech / high touch approach demanded by students [Fall, 2016 and Fall, 2017]</li> <li>✓ Strengthen instructional services by increasing curriculum integration (especially in degree programs) and concentrating on enhancing instructional design to improve flexibility and impact of</li> </ul>	<p>Inclusion in process documentation; Uptake from faculty, coordinators</p> <p>Input from stakeholders; Assessment of student feedback (surveys and anecdotal); Improved KPI ranking</p> <p>Number of reference questions at various locations; Assessment of student feedback</p> <p>Number of sessions and students reached; Number of programs including integration; Assessment of outcomes achieved; Faculty and student feedback</p>

		<p>delivery; update Comprehensive Information Literacy Plan to reflect changes [2016]</p> <ul style="list-style-type: none"> <li>✓ Re-assess all client services such as reference, e-reserves, document delivery, etc. to address evolving user demands, integrate technological advances and ensure equitable delivery [2015/16]</li> <li>✓ Establish cohesive, proactive and lasting relationships with faculty so that they may leverage Library supports to achieve even more success in quality programming</li> </ul>	<p>Map services to known trends in technology and academics; Assessment of and responses to any gaps</p> <p>Faculty consults; Attendance at faculty meetings; Repeat interactions and requests; Word-of-mouth promotion by instructors</p>
<p>Promoting <b>sustainability</b> through fiscal responsibility</p> <ul style="list-style-type: none"> <li>• Effectiveness of delivery</li> <li>• Engaged and productive workforce</li> <li>• Cost efficiencies</li> <li>• Optimization</li> </ul>	<p>Rationalize Library roles and responsibilities, array of services, and curation of resources in response to the changing library landscape and user needs and expectations</p>	<ul style="list-style-type: none"> <li>✓ Optimize space for alternative uses, such as student seating, as print holdings dwindle and the need for a central desk decreases [Fall, 2016 and ongoing]</li> <li>✓ Evaluate / modify / enhance roles and improve / automate processes in all functional areas to assure best practices, make the most viable use of resources and ensure employees are fully engaged [Spring-Fall, 2015]</li> <li>✓ Continue to acquire electronic resources for efficient and equitable access; advocate with vendors for flexible procurement, AODA compliance, and access options</li> <li>✓ Continue to integrate and connect messages to maximize Library use and client benefits; e.g. instructional sessions lead to greater knowledge of resources, faculty orientations lead to greater use of research and copyright services</li> </ul>	<p>Available square footage and number of added seats</p> <p>Demonstrated time savings; Revised PDFs, as required; Skills identification and training schedule</p> <p>Increase in percentage of digital to print purchasing over time (e.g. 60/40 in FY 2016); Track requests to vendors and improvements in resource availability</p> <p>Increased usage of databases and research guides (via statistical analysis); Greater use of services directed to faculty and staff, e.g. research service and copyright modules</p>