

Trinity College Library Strategic Plan 2007-2010

(March 2007)

Introduction

The purpose of this document is to interpret the mission statement of Trinity College Library within the current contexts of information delivery, institutional priorities and library-organizational issues. It is intended to provide general directions for budgeting, staffing, building use, and the development of collections, programs and services. The organization of the document is based on the four core areas addressed in the Library's mission statement: collections, services, staffing, and facilities. A description of the overall vision and goals for each of those areas precedes statements of specific intentions and objectives for the next three years. Upon review and approval, the document will serve as the Library's strategic plan through fiscal year 2010.

Mission Statement

The mission of Trinity College Library is to promote learning and research by:

- Developing, preserving and providing access to collections and resources that sustain instruction and scholarship
- Engaging and instructing the college community in the critical and imaginative use of the college library collections and wider resources
- Fostering creativity, flexibility, and innovation amongst staff
- Maintaining functional and inviting facilities

The mission of Trinity College Library is grounded in the College's commitment to intellectual vitality, to critical engagement with a widening universe of knowledge, and to preparing Trinity students for lives of self-reliant and disciplined inquiry. These values shape the scope and depth of our collections, the nature and philosophy of our services, the quality and development of our staff, and the evolving design and use of our facilities.

Current Contexts

The following factors inform and shape Trinity College Library's strategic plan for the next three years:

- Developments of the information industry, marked by rapidly growing digital delivery of content, evolving search and retrieval technologies, and increased stability of digital archives. These developments result in changed expectations and habits for access and use of information and call for new approaches to collection management, bibliographic access and user education.
- Institutional realities and priorities of Trinity College, marked by its current budgetary challenge, increased number of students, focus on global and urban programs, and endorsement of experiential learning. Consequences for the Library include budget reductions, greater demands on space and resources, and new directions for teaching and study support.
- Library-organizational issues, including space management for collection growth, building access and security, and staff allocations for new and ongoing services or projects. These issues require a rethinking of current building use, new forms of collaboration within and beyond the Library, and an analysis of service goals, workflows and staffing patterns.

Directions for Trinity College Library

1. Scope and Depth of Collections

Vision and Goals:

The collections at Trinity College Library aim to support student learning and research in all disciplines and programs that comprise Trinity's curriculum. They offer students the resources to fulfill their course requirements and to expand their knowledge beyond the structured environment of the classroom. A rich selection of primary source material in print, microform and online formats provides a foundation for advanced student research.

The collections aim to support faculty teaching for all courses offered in Trinity's departments and programs. They offer a broad variety of resources, including images, videos, sound recordings and datasets, for course preparation and instruction. The collections also provide a foundation for faculty research through purchase and preservation of core scholarly resources in support of long-term research projects.

The Library is committed to maintaining a general academic collection for intermediate to advanced study, including current scholarly publications in the English language that offer new perspectives on contemporary as well as historical topics, and titles that advance or shape knowledge in new and established areas of scholarship within the scope of Trinity's liberal arts education.

In addition, Trinity College's special collections department, the Watkinson Library/College archive, unique for its size and range in a small liberal arts institution, provides the opportunity to pursue research with original publications, manuscripts, and archival records of great historical and cultural significance in a wide variety of subjects.

Intentions and Objectives:

1. Explore and adopt new models of providing scholarly resources as called for by the reduction of the Library's budget and developments in information delivery

Anticipated actions and outcomes:

- Further cancellation of print periodicals in favor of online access, pay-per-view services, and enhanced ILL options
- Increase of digitally available textual and media content, including reference and statistical databases, primary source material, digital images, videos and music
- Expanded partnerships for access to research material at the point-of-need; enhanced feedback on desired purchases from ILL transactions; focus on consortial collection development

2. Determine collection support for student learning and research in all academic departments and programs based on current curricular and pedagogical directions

Anticipated actions and outcomes:

- Written statements to serve as guidelines for collection growth and de-selection
- Integration of current teaching directions (urban/global; community learning) into planning for resource development
- Statistical assessment of local and consortial collections for future planning

3. Evaluate retention needs of physical collections in relation to digital archives and Trinity's long-term teaching/research directions

Anticipated actions and outcomes:

- Review of physical collections that are available digitally for retention decisions

- Identification of material that could be housed off-site, based on low-use or digital availability
- Withdrawal of materials that are out-of-scope, in poor physical condition, and/or available in reliable digital archives

2. Development of Services and Programs

Vision and Goals:

Trinity College Library aims to develop services that help students in accessing, evaluating and ethically using the resources available to them. An active information literacy program reaches out to all first year seminars, offering introductory sessions on library resources connected to the seminar topic. Regular instruction sessions for upper-level classes support student research projects across all discipline. Students have access to reference librarians during regularly scheduled desk hours and are encouraged to make individual research appointments for in-depth consultations.

Trinity College librarians regularly collaborate with faculty on the design of assignments that incorporate the teaching and assessment of information skills. To support faculty research, the Library maintains a highly efficient interlibrary loan operation that strives to procure the material needed for faculty projects as quickly as possible. Services to faculty also include workshops and individual instruction sessions on new online resources, and an active liaison program to all academic departments that keeps faculty informed about new library developments.

The Library strives to establish a well organized presentation of its resources, both for its physical and online collections. Our services aim to help all of our users in locating needed information efficiently and effectively, be it through the local online catalog, links to other library catalogs, gateways to online resources or focused guides to individual subject areas. We also give high priority to stacks maintenance and the overall care and management of our collections.

Intentions and Objectives:

1. Develop an instruction program that incorporates information literacy and strengthens student research skills from their First Year to graduation.

Anticipated actions and outcomes:

- Evaluation of instruction needs for beginning and upper-level students

- Re-configuration of the current program for First Year students
- Expansion of discipline-specific instruction, with focus on methods classes
- Creation of new online instruction tools, modeled on CiteSource
- Support for faculty to integrate library research instruction into their classes

2. Explore new models of user services based on changing user needs and communication technologies

Anticipated actions and outcomes:

- Surveys of all user groups to identify patterns of library use and satisfaction levels with library resources and services
- Dialogue with specific user groups to gather additional feedback and ideas
- Utilization of blogs and social tagging tools for enhanced user communication
- Investigation of alternative forms of reference services
- Services tailored to students studying abroad or living off-campus

3. Maintain high standards of collection services to assure reliable access to both physical and digital resources

Anticipated actions and outcomes:

- Continuation of item-level inventory control for all parts of the Trinity main and Watkinson Library collections
- Representation of all print resources in the Library's catalog
- Survey of stacks to identify and record mis-shelved or missing titles
- Enhancements in access to electronic resources for textual and media content
- Exploration of a digital repository for select content held by or created at Trinity

4. Strengthen the Library's outreach to its constituencies to increase the visibility of the Library's programs and services

Anticipated actions and outcomes:

- Analysis of how we communicate with our constituencies and how we market our resources and services
- Increased contact with academic departments through the library liaison program
- Targeted outreach program for library associates, including lectures, exhibitions, and informational mailings
- Connections with the area's cultural institutions for information sharing and potential collaboration
- Identification of fundraising opportunities and cultivation of potential donors

3. Staffing and Technology

Vision and Goals:

The Library is committed to recruiting, developing and maintaining a service-oriented, knowledgeable and creative staff that supports the Library's mission for Trinity College and its broader community. Searches are conducted by staff committees as appropriate for the position, following established college procedures and striving for diverse candidate pools. Staff development is supported across all employment levels, with the extent of funding depending on financial resources and expected benefits to the library.

The Library is also committed to investing in its technological infrastructure, both through staff expertise and equipment upgrades. While the computers and copy machines fall under the service area of the Computing Center, the Library manages a variety of specialized equipment in its interlibrary loan, microform and media operations. Staff in those areas are informed about new developments and encouraged to recommend technology enhancements. Also, staff constantly monitor enhancements in the delivery and use of online resources and incorporate them into library services as appropriate.

Intentions and Objectives:**1. Adjust staff distribution and assignments effectively to meet changing service and program needs****Anticipated actions and outcomes:**

- Review of staffing, workload and service demands in all areas of the Library
- Evaluation of priorities and workflows in ongoing as well as project work
- Creative and productive utilization staff expertise and skills
- Inter-departmental cooperation to achieve time and task efficiencies
- Support for staff training and skill development to meet new demands

2. Continue to build partnerships with the Computing Center and other academic support services to enhance our services and programs**Anticipated actions and outcomes:**

- Regular formal and informal communication
- Shared project and service development
- Collaboration on instruction and faculty outreach

3. Assess trends in information technology, product development and delivery of library services for potential implementation**Anticipated actions and outcomes:**

- Enhanced access and usability of library resources
- Evaluation of current and future equipment needs
- Expanded collaboration with other libraries and consortia

4. Design and Use of Facilities

Vision and Goals:

The Library is committed to maintaining a physical environment for its collections and services that is functional, inviting and secure. The traffic in the facility is closely monitored to understand quantities, patterns and habits of our users. We strive to offer a diversity of seating arrangements for reading, writing, computer and media use, including comfortable lounge chairs, individual carrels in quiet corners, large tables with computers or laptop connections in attractive, more open spaces, and a variety of small group study rooms.

Following the renovation and expansion of the Trinity College Library, work has started to refurbish the public spaces for the special collections of the Watkinson Library. It will gain an upgraded reading room, conservation area and workspace, better access to the exhibition space, and a newly designed service desk to provide consultation and security. The renovation began in January 2007 and is expected to be complete in the middle of the 2007 spring term.

Intentions and Objectives:

1. Develop plans to accommodate current and future collection growth

Anticipated actions and outcomes:

- Calculation of projected space needs and gains throughout the collection
- Identification of existing and potential shelving space throughout the building
- Determination of shelving priorities and goals
- Exploration of off-site storage options

2. Create additional spaces for student collaboration and multiple media use

Anticipated actions and outcomes:

- Survey on student study habits and service needs
- Proposals for re-configuring some of the Library's public areas
- Provision of experimental spaces for media and technology use

3. Balance security issues of the facility and its resources with expectations for building access

Anticipated actions and outcomes:

- Investigation of possibilities to expand the 24 hour study area
- Development of policies for space use throughout the building
- Security measures that foster safe and appropriate building use

4. Explore changes in public and staff areas to enhance functionality and attractiveness

Anticipated actions and outcomes:

- Identification of areas needing improvement
- Creative use of exhibition cases throughout the building
- Display of art work, posters, or textiles in selected areas

Summary

The next three years will require ongoing budgetary caution and spending cuts in several areas, foremost the materials budget. The transition to increased digital content delivery will necessitate a rethinking of allocations and staff assignments. Many of the Library's core services and programs will be reviewed to implement enhancements or innovations. Special attention will be given to the Library's outreach to its primary constituencies: students, faculty, and library associates. Security and space issues of the building will be addressed to provide improved conditions for the Library's users, staff, and collections.

Overall, the next three years will be marked by exploring and developing new models for collection management, user services, staffing patterns and building use that position the Library to maintain its reputation as a first-rate resource for teaching, learning and scholarship within the liberal arts curriculum of Trinity College.