In the fall of 2018, library staff worked together to reflect upon accomplishments and discuss how we can contribute support to the Leadership for a Changing World, University of Puget Sound 2018-28 Strategic Plan.

The conversation generated a number of thoughts, ideas, and priorities. We’d like to share our Strategic Priorities.
Collins Library Strategic Priorities
2019-2023

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Introduction

In alignment with Leadership for a Changing World, University of Puget Sound 2018-28 Strategic Plan, it is appropriate to review and outline library programs, services and collections to demonstrate and document our continuing support of student success and to increase awareness of our significant contributions to the university.

Process

This report builds on the existing planning work that is completed by the library on a yearly basis and is reported on our web site.

As we position our work in support of the Leadership for a Changing World plan, staff engaged in a number of conversations in the fall of 2018 that offered the opportunity to address what we are doing well, what needs improvement and how might we enhance our current services.

The concepts in this plan are designed to be addressed within the next five years. Each year the library will formulate an annual action plan of measurable, incremental steps towards our strategic priorities. The results of each annual action plan will be assessed as we formulate the next, recognizing that we must constantly monitor campus wide developments and initiatives in support of student success and be able to shift our priorities to meet demands.

We consulted a number of resources that focus on trends in libraries and higher education which are listed below:

- 2018 NMC Horizon Report
- 2018 Top Trends in Libraries
- Orbis Cascade Alliance Strategic Agenda
- Data from Collins Library LibQual and Focus Groups
Mission, Vision and Values

The Collins Library mission supports the university’s mission and strategic plan by explicitly stating our contributions in support of achieving campus-wide goals.

Mission
Collins Memorial Library provides excellent collections, quality service, engaging learning environments and innovative teaching in support of the university’s mission of teaching, learning, civic engagement and diversity.

Vision
Collins Memorial Library is one of the nation’s premier liberal arts college libraries and is recognized as an innovative and creative organization. The Library serves as the information gateway of choice for the Puget Sound community.

Values
The Library staff embraces and supports the university’s core values of self-expression, collegiality, courage, passion, diversity, leadership, stewardship and environment. In addition, we uphold the principles of the American Library Association’s Code of Ethics, including the principles of intellectual freedom and the protection of library user’s rights to privacy and confidentiality.

Context: The 21st Century Liberal Arts Library: Navigating a Changing Environment

One of the traditional hallmarks of the academic standing of a university is the library. But what is the role of the academic library in the digital age? How Puget Sound responds to this question and how we continue to support the Collins Library has far-reaching effects on how Puget Sound will continue to meet its goals of excellence in academic achievement, civic engagement and most importantly student success.

Over a decade ago, the Association of College and Research Libraries, a division of the American Library Association, released a report on the Changing Roles of Academic and Research Libraries. A section from this report asks questions we have already addressed and will continue to reflect upon as we consider what the future of our library will be:
If one were to ask what academic libraries will look like in 50 years, it is
hardly controversial to say that they will have undergone a transformation,
and that some generation between then and now will have accomplished it.
A more contentious and nervous question is what changes libraries will make
in the next 10 or 15 years. The answer will depend on steps that university and
college libraries take—now, and in the immediate future—to accommodate,
address, and even lead the changes brought about by the information explosion, the
ascendance of electronic over print publication as a primary form of communication,
and the transformation occurring in the market for higher education itself.

Collins Library staff take pride in our decisive actions to address these immense changes in scholarly
communication, publishing, and organization of knowledge and our efforts to redefine our roles as
academic professionals in many different areas. Gone are the days when a library was perceived as an
environment offering only print books and silent study spaces. The last two decades have witnessed a
shift from the stable print world to the digital full-text environment. Commercial distributors such as
Amazon.com and Google raise the expectations of information delivery. Students and faculty expect
digital delivery of resources and services with 24/7 access. Group study, social learning, experiential and
service learning are transforming higher education and student expectations. Research and scholarly
communication are changing: text and data mining, digital scholarship and open access publishing are
now part of the academic conversation. Increasingly, investment in digital resources, consortia
agreements, and access to information resources that are not housed or hosted locally are some of the
primary means of providing information to our academic community. These new services come with a
set of new and complex challenges that require skill in license management, cost negotiation,
technology, and preservation. Interlibrary and institutional collaborations and partnerships are more
important than ever before as budgets are stretched.

With the proliferation of digital media, electronic collections and the Internet, some may rush to the
judgment that libraries are no longer relevant. It is indeed true that access to information has expanded
the opportunities for scholarship, but at the same time, it has also expanded the importance, relevance
and need for academic librarians to serve as navigators of this bold new world. Collins librarians play a
major role in teaching and learning to ensure that our students and faculty embrace and integrate
information and digital literacy skills throughout the curriculum. The library is an active center of
learning – an extension of the classroom, the laboratory, and the studio. Librarians work closely with
faculty to spearhead efforts to assure our students acquire 21st century skills. This work includes
evaluating and building collections that promote inclusion and scholarship and support the creation of new knowledge. Students engage with a variety of materials in a number of formats from primary source documents to digital data sets. Collins librarians and information professionals provide students with guidance in discovering and experimenting with new tools, resources and approaches as they navigate the pathways of knowledge. We actively collaborate with stakeholders across campus to offer opportunities to engage students at all levels. Our collections connect learning across disciplines in a range of formats to support student discovery. We strive to collect materials that represent our past while at the same time acquiring current materials that ensure voices not always available through the mainstream press are recognized and available.

**Trends in Academic Libraries**

Within this context, however, we must always monitor trends in higher education that affect our ability to deliver services. As we plan for programs and services in support of *Leadership for a Changing World*, it is important to consider the unique factors listed below that influence our decision making.

- The liberal arts library of the 21st century consists of a careful balance between materials that are owned and those that we provide access to. The scholarly publishing environment continues to change at a rapid pace and will affect how we maintain our collections. The ongoing trend of access vs. ownership will continue to play a significant role in decisions we make associated with resource management.
- Marketing and outreach efforts play an increasing role in improving our user’s understanding of library services and resources. The 21st century library is not only a physical space, but also a digital space, and we must create engaging and accessible electronic access to meet our users where they are. Creating easy to use, accessible, user-centered, search interfaces is an important aspect of our work.
- Academic library staff must remain flexible and poised to adapt to new work environments that result from changing trends in library information delivery, management and services.
- Efforts to integrate information/metaliteracies across the curriculum will continue to play a major role in teaching and learning programs.
- Collaboration with library consortia, such as the Orbis Cascade Alliance, plays a vital role in academic libraries.
- The library building remains an important gathering place for students and an emphasis on providing flexible individual and group learning spaces is critical.
- Continuous assessment of services, collections, costs and user needs informs library practices so that libraries continue to use fiscal and staff resources in the most efficient and effective manner.
- Library users prefer opportunities for customization of services, speed and convenience.
Challenges at Puget Sound

Within this environment, we face challenges on the local level that dictate the extent to which we can offer new services and enhance existing services.

**Staffing:** The library has a dedicated staff who place students at the center of everything we do. This is demonstrated by the extensive open hours we offer, as well as reference, research and student engagement opportunities; some of which are outlined in the next section. Our stakeholders have high expectations and we aim to meet and exceed those expectations. New initiatives such as digital collections, data curation, student and faculty publishing, digital humanities, and the Makerspace must be supported. We have been thoughtful in reviewing positions, and reorganizing work to meet the growth of these important new programs and services. However, there has also been a reduction in library positions over the last decade. It is important to advocate for additions to our staff to ensure that we can maintain our programs and move ahead in support of student success. This includes attention to staffing in the Makerspace, as well as support of Digital Project Management, Archives & Special Collections, and student learning and development. If we want Collins Library to continue supporting and engaging students, as well as keep pace with our peer institutions, we must have the staff support required to move these programs forward.

**Right Size:** As a library, we want to respond to the new initiatives and services that are part of the evolving academic landscape and work with our stakeholders to define the level of support that is right for Puget Sound. We have a knowledgeable and creative staff who desire to offer the best possible services for our community. However, as mentioned above, we are unable to support all programs at the level we aspire to with our current staff. We must “right size” programs and services. We want to remain current and demonstrate innovation and address areas where we feel development and support is needed, while at the same time maintain important traditional services. How can we remain current and demonstrate innovation, while at the same time maintaining important traditional services? We must address the level and extent to which we can manage services in support of student success.

**Funding:** While we recognize that funding is an issue that permeates all departments at Puget Sound, funding to support existing subscriptions and new collections continues to be a concern. The complexity of the scholarly publishing world, coupled with addressing new program development and student expectations, cannot be met in the next decade with our current funding. In addition, new services require new equipment and furnishings, so development of a long term funding strategy is of fundamental importance.

**Building:** The library building is an attractive and vibrant space designed to provide students with a creative learning environment. While many improvements have been made during the last decade, HVAC and lighting continue to pose substantial environmental concerns and should be addressed.
Significant Accomplishments

As we chart our course to support student success, it is important to take the time to reflect on the achievements of the past. We will continue to build on our already established high impact practices.

Over the last ten years, the Library has responded with agility and flexibility to trends in higher education and has implemented new services. The 2017-2018 Annual Report provides a snapshot of accomplishments that reflect our many contributions to Puget Sound. In other words, we are already offering many innovative high impact programs that engage students and support student learning and retention.

The following list offers a summary of recent and ongoing accomplishments:

- Realigned staff positions and organizational structure to reflect new work assignments and to address developing areas. Examples include the creation of a Discovery and Web Librarian, Archivist & Special Collections Librarian, Electronic Resources Librarian and a Coordinator of Teaching, Learning and Digital Humanities. These changes were implemented using existing lines, thereby utilizing existing human resources in new ways.
- Created a team structure to support internal collaboration as well as the work associated with our commitment to the Orbis Cascade Alliance.
- Integrated information literacy in first year seminars and in many higher level classes, and supported the development of Digital Humanities, as well as participated in curriculum development and revision workshops and committees. Librarians work closely with faculty to offer course integrated information literacy sessions, to offer Activity Credit courses, and to support our student employees with a development training program.
- Participated in the Research Practices Survey so that we have a clear understanding of incoming students knowledge of the research process.
- Solicited feedback from our stakeholders using a variety of methods such as the LibQual Survey, comment boards, focus groups and course assessment.
- Created a new Archives & Special Collections learning space and developed programs associated with unique and special collections with an emphasis on use of primary source material that encourages reflective engagement associated with themes of diversity and inclusion.
- Offered continuing community engagement programs including lectures, events and exhibits open to the South Sound community.
- Monitored our web pages to assure they are up-to-date and use focus groups to help guide redesign efforts.
- Actively participated in the Orbis Cascade Alliance.
- Managed a successful migration to a new integrated shared library system as well as a new interlibrary loan system without requesting additional human resources.
- Reviewed collections to ensure we support curriculum as well as address issues of diversity and inclusion. Recently, library staff successfully managed a major deselection effort in a very short period of time.
- Increased funding for materials that support the KNOW initiative in support of diversity and inclusion.
- Established and maintained a robust institutional repository with over 780,000 downloads. See Sound Ideas.
• Created a number of digital collections that reflect the dissemination of new knowledge such as A Sound Past, Sound Ideas, and Theatre Arts Collection. In addition, the library supports a number of electronic journals such as the Race & Pedagogy Journal.
• We serve as advocates for Open Educational Resources.
• We offer and support data curation and participate with colleagues across the NW to develop training programs that are the “right size” for the liberal arts.
• We collaborate across campus; working to engage with departments to share information about library services, as well as to support programs that enhance student success such as partnerships with the CWLT, CICE, Student Affairs and CES to name a few.
• Participate in first time in college orientation with a number of events; including an interactive research skills introduction reaching all incoming students as well as offering an Immersive Experience on Book Arts and the Makerspace.
• We work tirelessly to improve spaces and over the last decade have enhanced the Archives & Special Collections and the Learning Commons, created a quiet study zone on the 4th floor and opened up a Makerspace.

New and Continuing Strategic Priorities: Focus Areas

• Student Learning and Development
• Collections
• Engagement and Outreach
• Building and Environment

Student Learning and Development

A commitment to teaching, student learning and development undergirds all that we do in Collins Memorial Library. In ways both large and small, we facilitate active learning in support of the university’s mission. Our students face a host of information challenges. Classification systems for print materials, algorithms for search engines and sophisticated manipulations of social media can perpetuate injustice and inequality. Collins librarians partner with faculty to equip students with the intellectual ability to understand, detect and address these problems.
New and Continuing Strategic Priorities:

- Continually assess existing course integrated information literacy programs to ensure coordination with and responsiveness to curricular redesign efforts, with continued focus on new literacies and metaliteracy as well as workload for liaison librarians.
- With campus partners, build a robust infrastructure for the Legacies Project, including support and leadership from multiple library cross-functional teams: Archives & Special Collections, Teaching and Learning, and Digital Projects.
- Enhance student employee positions to promote opportunities for leadership, personal growth and marketable skills and enhance the current training program for student employees to incorporate elements of the Compass program and to promote reflective practice.
- Encourage self-directed creativity and experimentation through the Makerspace.

Collections

The successful 21st century library utilizes a multiplicity of publishing options to facilitate the needs of its users. We accept that scholarship is more dynamically recorded than ever before and that our users learn in a variety of ways: they will find and explore references to materials we will never own. We understand that the university will modify the curriculum to support new pathways of learning. To meet these learning needs, we carefully select a variety of print and electronic materials. We balance ownership and access strategically. We increasingly look to include materials which address issues of diversity and inclusion. We leverage our funds and our space to allow for these varied goals through collaborations with consortia and outside institutions, through data driven evaluations, through ongoing conversations with our faculty, through cancellations and recycling of materials, and through utilizing open access materials. We develop unique digital collections, which adds to the world of scholarship, engages our students in the opportunity to research, document and publish, and increases the profile of the University.

New and Continuing Strategic Priorities:

- Continue to review and deaccession legacy print materials in coordination with our consortium partners.
- Develop a nimble and sustainable approach to our collection maintenance and growth.
- Continue to evaluate our financial commitments based on current use patterns, balanced by cost and available acquisition models.
- Continue to support the growth of primary source materials to support the curriculum, reflect diversity and inclusion, and decolonize the library, a relatively new term used in libraries to reflect our intentions to question current systems of classification, existing collections and to seek inclusion.
- Continue to maintain Sound Ideas, our institutional repository.
• Continue to improve accessibility to resources through our electronic interfaces.
• Develop a sustainable plan for management of digital projects and collections.

Outreach and Engagement

Engaging with our stakeholders - students, faculty, staff, alumni and the local community is a central theme of our work. We seek ways to expand our connection with students not only through course integrated teaching, but one-on-one reference transactions, creation of subject and course guides, and partnerships with departments. We work closely with faculty to support their research and connect with members of the community to partner on exhibits, lectures and projects.

New and Continuing Strategic Priorities:

• Continue to schedule events and programs aimed at strengthening relationships with alumni and continue to partner with community groups to create new opportunities for collaboration.
• Continue to work closely with administrators, faculty and departmental leadership to demonstrate the added value of the library to curriculum and student learning.
• Work with IR and other campus stakeholders to track, analyze, and report impact of the library on student success.
• Pursue technology that enhances the student experience.
• Continue to promote a welcoming space and supportive learning environment for all students, especially those from underrepresented or marginalized identities & backgrounds.
• In partnership with the campus community, provide opportunities that advocate for collective action toward inclusion.
• Educate the campus community on the importance of preserving our historical documents for future generations to learn from.
• Develop a sustainable approach to digital project management.
Building and Environment

The library space is a dynamic learning environment that encourages reflection, learning and creativity. The library is a space for all students and includes active learning spaces, classrooms, the Makerspace and areas for individual study. The environment invites curiosity and creativity.

**Strategic Priorities**

- Redesign the lower level of the library to incorporate both the Makerspace, and spaces for creative study that support the curriculum as well as foster student innovation and creativity.
- Upgrade the Learning Commons to incorporate more flexible furnishing and group centered learning spaces.
- Continue to study user behavior within, and interactions with, resources and spaces.
- Working with the administration, establish an ongoing process for yearly furniture replacement.
Appendices

Collins Library Strategic Directions

- Collins Library By the Numbers 2017-2018
- Annual Report
- High Impact Practices
- Events and Exhibits
- Library Web page

List of Resources

- 2018 NMC Horizon Report
- 2018 Top Trends in Libraries
- Orbis Cascade Alliance Strategic Agenda
- Data from Collins Library LibQual and Focus Groups