Champlain College Library
Strategic Plan
2010-2015

MISSION STATEMENT

Champlain College Library endeavors to be a recognized leader in helping students become skilled, effective, responsible, life-long information users. We are agile, navigating quickly and effectively in the fast-changing environment of our profession, our College, and our higher education arena. We are entrepreneurial, securing and deploying exemplary resources and services in innovative ways. We are thoughtful in our application of new technologies, selecting and implementing the best available tools to support students and faculty in their information needs. We capitalize on the innovative design and purpose of Miller Information Commons. We maintain and promote it as an intellectual center on campus and a welcoming and supportive environment. We are knowledgeable and approachable, and are active in our profession locally, nationally, and internationally. This approach is the signature of both the physical and virtual Library, its resources, staff, and services, as we provide relevant, patron-centered support to students, faculty, and staff.

VISION

By 2015, Champlain College Library will be widely recognized as -- *and will be* -- one of the most innovative, effective, and supportive libraries in higher education.

WE VALUE:

- agility
- approachability
- being patron-centered
- breaking new ground
- collaboration
- collection
- community
- contributing to the profession
- creativity
- curricular support
- customer service
- customized response
- dynamic collection practices
- efficiency
- fun
- innovation
- nimbleness
- progress
- relationships
- supportiveness
- thoughtful use of technology
- a welcoming atmosphere

CHAMPLAIN COLLEGE LIBRARY

SWOT Analysis/ Brief

Strengths

- Technologies
- Collection
- Staffing
- Systematic approach
- Collaborations
- Information Literacy program
- Facility

Weaknesses

- Infrastructure
- Staffing
- Facility
- History

Opportunities

- Rapidly changing environment
- Increased use
- Changing way people access and use information
- Emerging technology landscape
- Conferences and publishing
- Campus collaborations
  Consortial Partnerships

Threats

- Rapidly changing environment
- Increased use
- Changing way people access and use information
- Changing way that vendors provide information
- Demographics, enrollment, higher education costs

December, 2009

CHAMPLAIN COLLEGE LIBRARY
SWOT Analysis / Detailed

Strengths

- **Innovation:** creative approaches to building and maintaining a dynamic and supportive library
- **Technologies:** use of innovative technologies to support students and faculty; ability to identify and implement new technologies deliberately and effectively
- **Collection:** tailored electronic and print collection to support the curriculum; deliberate choices through well-developed processes
- **Staffing:** aware, friendly, service oriented, active in the profession, passionate, collaborative, committed
- **Systematic approach:** data-tracking, annual reports, scheduling
- **Collaborations:** active partnerships and relationships across campus
- **Information Literacy program**: unique inquiry-based learning, course-embedded instruction, rubric-based ePortfolio assessment
- **Facility:** inviting and well used

Weaknesses

- **Infrastructure:** slow and spotty wireless; aged laptops, printers, computers, copiers; lack of technologies such as scanners, wall-hung flat screens
- **Staffing:** "one-deep" in critical areas, no backup staffing, some areas not yet covered, some burnout, ill-defined role of librarians in campus governance
- **Facility:** overcrowded patron areas, inadequate space for library operations; limited facility forces limited collection development; facility used as "catch-all" or overflow space; interior overdue for refreshing; needs more modularity; needs to be actively pursued in Master Plan
- **History:** Still catching up on past weaknesses (data tracking, cleaning up catalog, cleaning up collection, etc)

Opportunities

- **Rapidly changing environment, both on campus and outside:** opportunity to respond quickly to growing programs, new curriculum, and increased interdisciplinarity; opportunity to make big changes and have a big impact in a short period of time
- **Increased use:** allows us to justify further development and promote the Library as "the place to be"
- **Changing way people access and use information:** people have direct access to vast amounts of free information; expands their realm of information dramatically; generates excitement and provides more opportunities for us to help them
- **Emerging technology landscape:** allows us to leverage new technologies at very low cost
- **Conferences and publishing:** opportunities to promote our successes
- **Campus collaborations:** the Writing Center as a potential partner to integrate the search for information with the use of information.
- **Consortial Partnerships:** Reciprocal Borrowing, VCAL etc. to reduce costs, leverage resource sharing

Threats

- **Rapidly changing environment, both on campus and outside:** challenge of responding to growing programs and new curriculum; pace makes it difficult to plan ahead and follow through; makes it difficult to be "heard" on campus amid so much going on
- **Increased use:** makes it very difficult to build sustainable levels of service
- **Changing way people access and use information:** decentralization and disintermediation of information leads to false sense of confidence
- **Changing way that vendors provide information:** vendor consolidation and monopolization; threat of vastly increasing prices
- **Demographics, enrollment, higher education costs:** budgetary uncertainty and competition for resources, at a time when we still need to grow

December, 2009

OUR GOALS

1. Increase/improve **awareness** and **use** of library resources and services by students, faculty, and staff
2. Enhance the quality of the **collection**
3. Foster a sense of **campus community**
4. Enhance the current **facility** and begin plan to physically expand the library
5. Improve student competence in **information literacy**
6. Expand **innovative uses of technology** to enhance learning
7. Eliminate barriers to access of information; make things **easy to use**; incorporate **new tools**
8. Facilitate a college **copyright policy**
9. Grow the library **staff** in order to better support academic programs

December, 2009

GOAL 1: Increase/Improve awareness and use of library resources and services by students, faculty, and staff

Campus Goals supported:

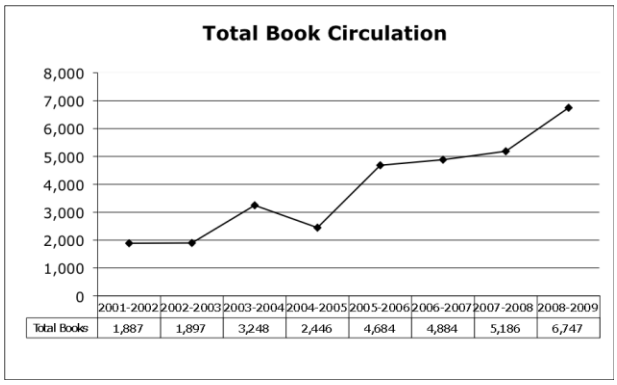
Improve Academic Quality
Excite, Engage, Empower Staff and Faculty
Enrich Student Life

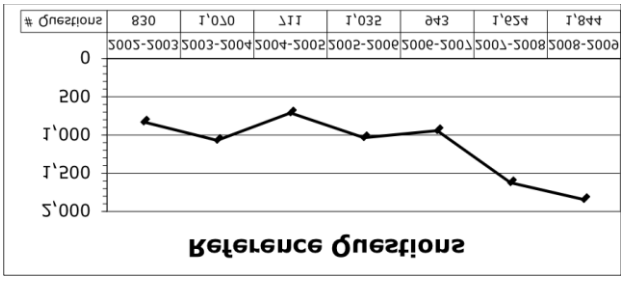
Measures of success: Usage of resources, services, and facility

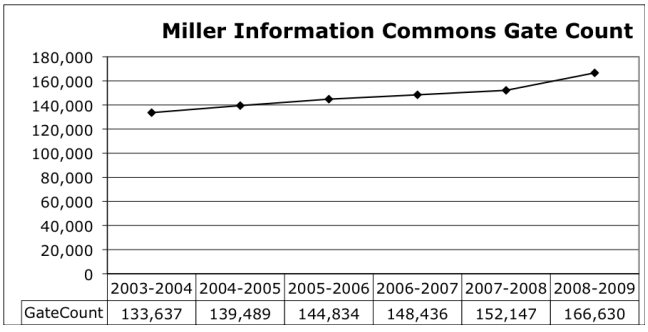
Book circulation	Increase yearly
Database usage/analytics	Increase yearly
Reference questions logged	Maintain or increase
# Ref questions compared to peers	Increase over time
Gate count	Maintain or increase

Priority: Ongoing, A

Sample data:







GOAL 2: Enhance quality of collection

Campus Goals supported:

Improve Academic Quality
Develop Inclusive Community
Excite, Engage, Empower Staff and Faculty
Enrich Student Life

Measures of success:

Faculty involvement in collection development:

% of acquisitions recommended by faculty members	Maintain
# faculty who recommend books	Maintain or increase

Composition of collections:

# books added	Greater than or equal to 1,000
# books withdrawn	Greater than zero, or as needed
# e-journals	Maintain or increase
# databases	Maintain or increase

Support for new programs, as a reflection of collection supporting curriculum:

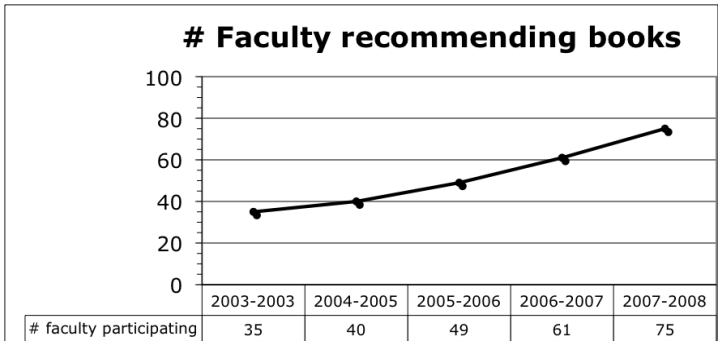
Resource review completed for each proposal prior to Curriculum Comm. approval	100%
Recommended resources are funded and acquired	100%

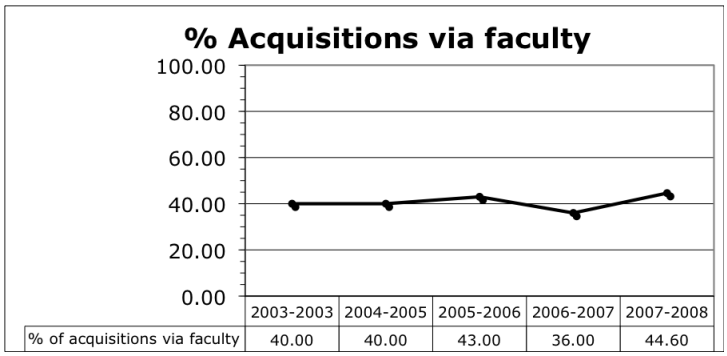
Usage of resources, services, and facility

Book circulation	Increase yearly
Database usage/analytics	Increase yearly

Partners required: Faculty
Priority: Ongoing, A

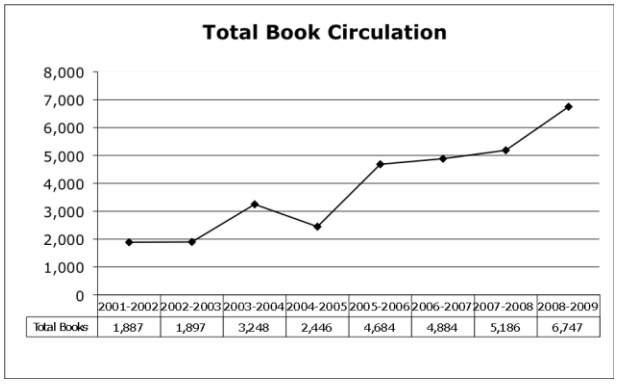
Sample data:

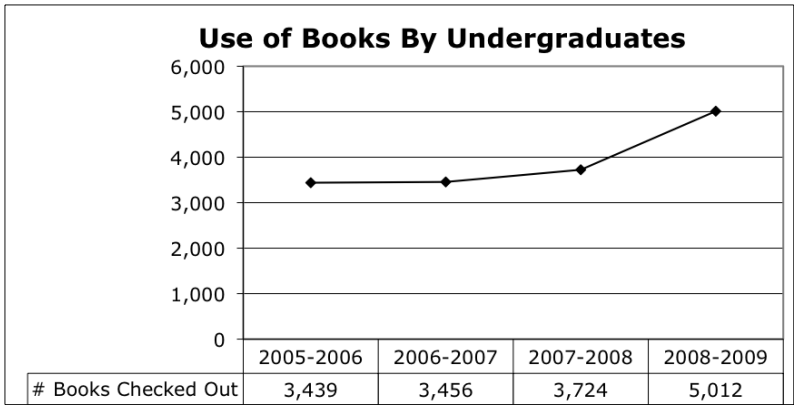




Changes in the print collection

	Added	Removed
2003-2004	1,116	1,269
2004-2005	1,153	823
2005-2006	1,441	713
2006-2007	1,461	338
2007-2008	1,727	642
2008-2009	1,744	683
Total	8,642	4,468





GOAL 3: Foster sense of campus community

Campus Goals supported:
Develop Inclusive Community
Excite, Engage, Empower Staff and Faculty
Enrich Student Life

Measures of success: Visible initiatives annually

Number of events during year	At least 6
Number of displays during year	At least 24
Number of events/displays supporting inclusion/diversity	At least 6
Visible staff participation in clubs, Visit days, mentor programs, etc	Yes/No
Books/Databases added to support inclusion/diversity	Yes/No
Orientation of new staff on importance of inclusion	Yes/No
Staff discussions throughout year on inclusion/diversity	Yes/No

Partners required: Office of Diversity and Inclusion
Priority: Ongoing, A

GOAL 4: Enhance current facility and begin plan to physically expand the library

Campus Goals supported:
Improve Academic Quality

Measures of success: Manage initial planning stages

Meet with Michel George	Summer, 2009 (Completed)
Hire design consultant for interim improvements	Summer, 2009 (Completed)
Implement interim improvements	Phased
Meet with Master Planners for preliminary discussions; notes from meeting will identify future steps	By June 2010

Partners required: Provost, Master Planners
Priority: C

GOAL 5: Improve student competence in information literacy

Campus Goals supported:
Academic Quality
Enrich Student Life

Measures:

Percentage of students who receive formal IL instruction	Target = 100% in years 1, 2, 3
Student outcome evidence (ePort) is collected and analyzed	Yes/No
Percentage of students who meet or exceed expectations	80% OR evidence of improvement??

Partners required: Faculty
Priority: Ongoing, A

GOAL 6: Expand innovative uses of technology to support learning

Campus Goals supported:
Improve Academic Quality

M**easures:** Investigate, implement and/or integrate new features

Create physical spaces that allow/encourage group work, flat screens, scanners (requires partnership with IS and Administration)	By August 2010
Twitter to draw in students	By June 2010
Skype support for study abroad students	By June 2010
Investigate streaming media (requires partnership with IS, e-Learning, and Administration)	By August 2010
Promote/ expand use of alerting services from existing databases	By June 2010
Create/manage links to Video tutorials on youtube (creative commons, etc) for faculty/students	By August 2010

Priority: Ongoing, A/C

GOAL 7: **Eliminate barriers to access of information**; make things easier to use; incorporate new tools like link resolver, Google Search, Webpac Pro

Campus Goals supported:
Improve Academic Quality

Measures: Lots of brainstorming on implementation but no firm measures yet.

Priority: Ongoing, C

GOAL 8: Facilitate a college copyright policy

Campus Goals supported:
Improve Academic Quality

Measures: Information put on college website (short term goal for 2009-2010)

Policy on college website by 6/2010	Yes/No

Partners required: Provost, Deans, CPS, e-learning, VP Admin (Legal)
Priority: A

GOAL 9: Grow the library staff in order to better support academic programs

Campus Goals supported:
Improve Academic Quality

Measures: Increased librarian and paraprofessional staff size; contracts more consistent

Hire additional librarians, at least 1.5 FTE	
Hire Operations Manager . 5 to 1.0 FTE	
All FT Librarians on same contract	

Partners required: Provost, Deans, Finance, Pres/VP
Priority: A