

2013

# Earl Gregg Swem Library

Strategic Plan



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# Vision and Mission

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## **Vision**

The Earl Gregg Swem Library will be an *extraordinary* liberal arts library.

## **Mission**

The Earl Gregg Swem Library supports and enhances teaching and research, and fosters intellectual curiosity, creativity, and lifelong learning.

# Goals and Core Values

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## Goals

1. Create a culture of innovation and assessment
2. Evolve existing services and implement new high quality services to our users
3. Provide rich digital collections
4. Manage resources to align with library priorities
5. Develop and implement an outreach and public relations program
6. Enhance and maintain Swem's facilities, technology, and systems infrastructure

## Core Values (alphabetically ordered)

- Collaboration and People • Excellence • Learning and Knowledge •
- Open to Change/Adaptability • Respect • Service •

# Goal 1: Create a culture of innovation and assessment

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## Quick Wins:

**Objective 1.2** Begin developing leadership and expertise by assigning responsibility for assessment to individuals by December 31, 2012.

**Objective 1.5** In 2013, one day will be dedicated to creativity and innovation for the entire organization.

**Objective 4.1** 70% of library staff will participate in local, regional, and national meetings and conferences by FY 2013 with a 5% increase annually thereafter until the goal of 85% is reached.

## Midrange:

**Objective 1.1** Every department at Swem will identify critical and required data for collection and analysis by June 30, 2013.

**Objective 1.4** Allocate \$10,000 to award staff innovation grants by December 2013.

## Longer Timeframe:

**Objective 1.3** Beginning January 2013 and annually thereafter, collect, analyze and report user feedback from undergraduate, graduate or faculty.

**Objective 1.6** Begin a longitudinal study of innovation, utilizing baseline data from the 2007 and 2010 W&M Staff Climate Surveys, by December 2012.

# Goal 2: Evolve existing and implement new high quality services to our users

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## Quick Wins:

**Objective 2.4** Provide an expanded and convenient document delivery service making library materials more readily available to faculty and staff by fall 2012.

## Midrange:

**Objective 2.1** Expand instruction based collaboration between librarians, faculty and instructional technologists by Fall 2013.

**Objective 2.2** Incorporate information and media literacy standards into the William & Mary undergraduate curriculum by Spring 2014.

**Objective 2.3** Plan, implement, and promote robust digital services to assist students and faculty in research, assist faculty in teaching, save the time of the user, and streamline the research process by December 2013.

**Objective 2.5** Align public service policies for a more consistent user experience by collaborating with W&M library stakeholders by December 2013.

**Objective 2.7** Collaborate with libraries across William and Mary to create a more consistent user experience and increase efficiency by Spring 2014.

## Longer Timeframe:

**Objective 2.6** Develop expertise in issues related to copyright, open access, and fair use through the dissemination of information and development of new programs by June 2014. (Carrie Cooper)

# Goal 3: Provide rich digital collections

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## Quick Wins:

**Objective 3.1** Further our commitment to digital collections initiatives by filling four positions (Digital Archivist, Cataloging & Metadata Librarian, Preservation Specialist, Data Librarian) by December 2013.

## Midrange:

**Objective 3.2** Select a solution for managing the institution's digital repository, to include faculty and student scholarship, by December 2013.

**Objective 3.3** Increase institutional funding for digital collections by communicating pricing information for digital content with stakeholders by December 2013.

**Objective 3.5** Establish a process for continuous improvement of our web site and discovery tools by Spring 2013.

## Longer Timeframe:

**Objective 3.4** Significantly improve electronic access to William and Mary's theses and dissertations by 2014.

# Goal 4: Manage resources to align with library priorities

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## Quick Wins:

**Objective 4.6** Create and disseminate an annual report beginning October 2013 and ongoing.

**Objective 4.7** Provide for regular two-way communication (no less than twice per year) with Swem staff regarding budget developments and priorities beginning Fall 2012.

## Midrange:

**Objective 4.2** Assess and implement staff realignment to better use human talent and meet strategic priorities beginning in 2012.

**Objective 4.4** Apply for at least one federal and one other grant by December 2013.

**Objective 4.9** Identify new revenue streams by December 2014 to comply with national and regional guidelines for total expenditures per FTE.

## Longer Timeframe:

**Objective 4.3** Secure no less than \$10,000,000 in commitments for Swem by end of current comprehensive campaign in 2018.

**Objective 4.5** Evaluate, modify and communicate the budgeting and spending philosophies for our library by June 2016.

**Objective 4.8** Create ten new internal and/or external partnerships with the goal of increased efficiencies by June 2015.



# Goal 5: Develop and implement an outreach and public relations program

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## Quick Wins:

**Objective 5.1** Develop and promote a Swem Library brand, which will be used in all communications to all groups by June 2013.

**Objective 5.3** Initiate problem-solving for the parking problems impacting public participation for programming events by July 2013.

## Midrange:

**Objective 5.2** Increase consistent messaging about Swem's programs, collections, and services through the execution of a marketing strategy by December 2013.

**Objective 5.4** Partner with at least five other organizations to increase participation and variety of Swem's programs by December 2013.

**Objective 5.5** Identify 10 new strategies in an effort to develop positive relationships with students, faculty, alumni, and community by Spring 2014.

# Goal 6: Maintain and enhance Swem's facilities, technology, and systems infrastructure

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## Quick Wins:

**Objective 6.1** Enhance security to protect people, collections, and equipment by December 31, 2013. (Kay Domine)

## Midrange:

**Objective 6.3** Evaluate use of all Swem space and make recommendations, as needed, by December 2014. (Dean's Cabinet)

**Objective 6.6** Create a plan that includes policy and structure for managing and producing graphics and signage by December 2013. (Tabled for further discussion)

## Longer Timeframe:

**Objective 6.2** Select our next generation integrated library system (ILS) by December 2016. (ADTCS, Trish Kearns, Debby Weiss)

**Objective 6.4** Create and maintain flexible spaces which encourage creativity for students and staff by June 2016. (Kay Domine, ADRPS)

**Objective 6.5** Complete renovations of ground floor spaces by December 2016. (Kay Domine)