

Mission, Vision, and Values

2017-2020 Strategic Plan

I. Introduction

The Arthur Lakes Library is the intellectual nexus of the Colorado School of Mines and the broader community. The Library is a place where patrons can freely engage in learning, experimentation, and information discovery.

The mission of the Library has transformed from an emphasis on access to collections to the creation of a dynamic space where the people can connect with information and each other in order to create new knowledge.

In order to better align the Library's mission, services, space, and collections with that of the Colorado School of Mines, the Library conducted a 12-week, intensive strategic planning effort in early Spring 2017 that included:

- An updating of the Library's mission statement
- The development of the Library's vision and value statements
- 8 brown-bag lunch discussions to solicit faculty, staff, student, and community input regarding the Library's strategic direction and renovation plans
- A SWOT (strengths, weakness, opportunities, and threats) analysis of the Library, developed collectively by the Library staff
- An in-depth assignment completed individually by every library staff member that yielded:
 - Ideas for strategic goals, strategies, and objectives
 - Concepts of library renovation features and aspects
 - A review of the literature regarding emerging library trends

Strategic planning was conducted in conjuncture with the Mines Geology Museum; consequently, multiple opportunities for partnership and collaboration between the Library and Museum were identified.

The endeavor produced mission, vision, and value statements, and an ambitious but achievable 3-year strategic plan. These will guide the Arthur Lakes Library as it works together with its stakeholders to successfully shape a modern academic library that is fully integrated and engaged with, supported by, and meeting the needs and aspirations of its community.



II. Arthur Lakes Library Mission, Vision, and Value Statements

Our Mission:

We foster a rich and responsive information environment that empowers learning, discovery, critical thinking, and knowledge creation for Mines and a sustainable global society.

Our Vision:

The Arthur Lakes Library is the collaborative partner and intellectual nexus that bridges disciplines and communities across the Mines campus.

We Value:

Diversity and Inclusion: Creating a safe and inspiring environment for all

Culture of life-long learning: Enabling the advancement of knowledge

Collaboration: Generating multi-disciplined partnerships

Access to information that is equal and open globally

Intellectual freedom: Sparking discovery and innovation

Stewardship: Acquiring, preserving, and disseminating Mines' unique knowledge base

III. Arthur Lakes Library 2017-2020 Strategic Plan

In order to translate our Mission, Vision, and Value Statements into prioritized actions, the Arthur Lakes Library staff identified 7 high-level goals that will move the library forward in pursuit of our vision:

1. *Enhance the user experience.*
2. *Cultivate and strengthen information competencies.*
3. *Dynamically respond to users' resource needs.*
4. *Expand outreach and engagement.*
5. *Become the campus nexus for scholarly communication.*
6. *Commit to career development for all library staff.*
7. *Formalize library development.*

Each goal relates to one of the high level institutional goals identified in the CSM 2014-2024 Strategic Plan. The library's strategic plan aligns with and directly contributes to all four of CSM's high-level goals, as well as 18 of the 25 strategies identified to achieve CSM's high-level goals. This correlation is detailed in italics, directly below each of the library's five high level goals.

The below strategic plan outlines key strategies and specific objectives to be accomplished by the library over a 3-year time frame, in order to support achievement of its seven primary goals. Specific tactical actions that may be taken to achieve the listed objectives are also listed herein, but should not be considered to be comprehensive. Completed actions will be incorporated into the library's annual reports as well as periodic strategic plan progress reports.

GOAL 1: ENHANCE THE USER EXPERIENCE.

Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1c, 1d, 1e); Goal 2 (strategies 2a, 2b, 2c, 2e, 2f); Goal 3 (strategy 3b), Goal 4 (strategies 4a, 4e, 4f).

STRATEGY 1-1. ACCESS SERVICES – Build on our user-centric culture to provide barrier-free access services.

Objective 1-1-1. Provide students with ready reference services during all library hours.

Action 1-1-1-1. Coordinate with research librarians to formulate effective policies and procedures.

Action 1-1-1-2. Train circulation employees in response to basic reference queries and forwarding difficult/research queries to the research support station.

Action 1-1-1-3. Offer vending services at the circulation desk for high-demand items such as flash drives, earbuds, batteries, and more.

Objective 1-1-2. Extend and improve ability to provide any item requested by the Mines community from other libraries.

Action 1-1-2-1. Rejoin Prospector consortial lending program.

Action 1-1-2-2. Hire and train student employees to support increased interlibrary loan response time.

Action 1-1-2-3. Seek funding to subsidize interlibrary loan costs and other fees currently passed to users.

Action 1-1-2-4. Collaborate with libraries/institutions regarding adding content to the institutional repository.

Objective 1-1-3. Provide users with on-demand, contextual access to information they require to effectively use the Library.

Action 1-1-3-1. Strategically position digital kiosks on all library building floors.

Action 1-1-3-2. Proactively push informational content out to library users in a targeted way; e.g., information on services tailored to specific users and user groups.

Objective 1-1-4. Establish the Library as a campus center for easy on-demand printing and scanning services.

Action 1-1-4-1. Provide users with in-house access to a color laser printer (OrePrint color printer?).

Action 1-1-4-2. Advocate for community and wi-fi printing capabilities.

Action 1-1-4-3. Provide printer stations on all floors; provide print/scan stations.

Action 1-1-4-3. Support a high-end scanning workstation available to the public as well as the Mines community.

Objective 1-1-5. Become the university's source for digital content services.

Action 1-1-5-1. Establish a Digital Lab to facilitate Mines' contributions to the institutional repository.

Action 1-1-5-2. Expand digital content-on-demand services; possibly include community members.

Action 1-1-5-3. Offer educational workshops to our communities on digitizing their materials.

Action 1-1-5-4. Create digitization best practices that can be used by other campus groups.

Objective 1-1-6. Foster rich, long-term relationships with our communities.

Action 1-1-6-1. Take advantage of our specialized community and small size to engage with students and faculty at a personal level--conversations, knowledge of the campus, etc.

Action 1-1-6-2. Train staff to provide reliable personalized service.

Action 1-1-6-3. Proactively practice our internal communications skills to coordinate effective service.

Objective 1-1-7. Promote intellectual freedom and inquiry, and support diversity of opinions and community make-up.

Action 1-1-7-1. Through our actions, maintain a neutral environment of inquiry and discovery.

Action 1-1-7-2. Assure our users through words and actions that the Library is a safe place to explore ideas and seek information.

Action 1-1-7-3. Develop and communicate policies for how we will work with our users to accommodate their physical, mental, emotional and cultural differences as they use the Library's resources.

STRATEGY 1-2. RESEARCH SERVICES – Support inquiry, exploration, and research across all platforms for our user communities.

Objective 1-2-1. Implement a model of tiered reference services to focus our resources where they will best support our users.

Action 1-2-1-1. Coordinate with Circulation staff to formulate agile policies and procedures for reference services.

Action 1-2-1-2. Implement a training program for employees on response to advanced reference queries, trouble-shooting, and support for a tiered reference model.

Action 1-2-1-3. Schedule staff to best accommodate all of their responsibilities.

Action 1-2-1-4. Make short- and mid-term changes to the service space that facilitate a tiered model (e.g., remodeling the front entrance area).

Action 1-2-1-5. Evaluate the effectiveness of this service and plan for rapid response to changes.

Objective 1-2-2. Build virtual and collaborative reference services that meet our users' needs in today's connected world.

Action 1-2-2-1. Implement Springshare's LibChat as our chat reference platform.

Action 1-2-2-2. Evaluate chat reference and get users' feedback; create feedback mechanisms for users including use of Library's social media to improve our services.

Action 1-2-2-3. Incorporate the ability to work with small groups interactively using technology, both physically and virtually.

Objective 1-2-3. Create expert resources tailored to our user communities and our unique strengths.

Action 1-2-3-1. Implement tools that help us build, maintain, and assess our virtual resources (e.g., Springshare's LibAnswers, LibWizard, and LibGuide CMS).

Action 1-2-3-2. Implement a series of brown bags/training on specialized subjects for our communities.

Action 1-2-3-3. Support research tools, including those in LibGuide format, that are directly relevant to our users' needs.

Action 1-2-3-4. Support development of the library catalog as our premier discovery tool by evaluating interface features and discoverability.

Action 1-2-3-5. Create unique local discovery resources and specialized tools in partnership with others to improve discovery and access.

Objective 1-2-4. Be our communities' "go-to" specialists in STEM information resources, and be recognized by a wider audience as information specialists in our unique program areas.

Action 1-2-4-1. Hire and train staff with in-depth knowledge in STEM disciplines and/or STEM information resources.

Action 1-2-4-2. Invest in active continuing education in STEM areas for staff.

Action 1-2-4-3. Develop strategies for agile responses to change in educational and research programs.

Action 1-2-4-4. Promote STEM-related/research partnerships with students, faculty and organizations, including those in our wider communities.

Objective 1-2-5. Promote intellectual freedom and inquiry, and support diversity of opinions in our community.

Action 1-2-5-1. Maintain neutrality towards subject content when working with users.

Action 1-2-5-2. Through our actions, put into practice the principles of intellectual freedom to the Mines community and beyond.

STRATEGY 1-3. PHYSICAL SPACE – Become our communities’ destination for a range of environments that support learning, inquiry, and discovery.

Objective 1-3-1. Develop a shared vision for a complete library renovation.

Action 1-3-1-1. Work closely with administration to frame this project as a collaboration resulting in the best for our students and faculty.

Action 1-3-1-2. Actively involve community stakeholders in the process.

Action 1-3-1-3. Communicate progress with our communities.

Objective 1-3-2. Think outside the box to improve Library space in advance (or in lieu of) a major renovation.

Action 1-3-2-1. Expand quiet areas and/or improve their effectiveness; explore “silent” areas as well.

Action 1-3-2-2. Create zones (noisy/collaborative, quiet, etc.) to alleviate noise conflicts.

Action 1-3-2-3. Redesign the front desk area to match our needs for access services and a tiered reference model (see Access Services and Research Services above). This could include moving the desk back 6 feet; splitting the desk into 2 service points; reducing the size of the desk; repurposing part of the foyer.

Action 1-3-2-4. Change our users’ entry to the Library by a combination of redesigning the traditional Front entrance, relocating the entrance to the west, and/or establishing multiple entrances.

Action 1-3-2-5. Apply exterior landscaping to expand our user space and support a wider range of traffic patterns.

Action 1-3-2-6. Evaluate other spaces on campus to determine complementary/unique services (e.g., makerspaces).

Objective 1-3-3. Become the accessible destination on campus by applying universal design principles to all of our space planning.

Action 1-3-3-1. Develop an ADA-compliant main entrance.

Action 1-3-3-2. Design better furniture layouts to ensure full access to all.

Action 1-3-3-3. Work with the campus to ensure that parking options for our users are practical as well as ADA-compliant.

Action 1-3-3-4. Incorporate design features that support or minimize negative impacts for a range of physical, mental and emotional differences.

Objective 1-3-4. Become the physical representation of Mines’ culture of learning, discovery and reflection.

Action 1-3-4-1. Establish a presentation room and/or media room to allow our users to explore multiple aspects of communication; digital production equipment.

Action 1-3-4-2. Improve on open study spaces and study rooms.

Action 1-3-4-3. Build a distinctive, interdisciplinary makerspace that supports prototype development and promotes business incubator opportunities, connecting students and faculty with regional entrepreneurs and small business development centers.

Action 1-3-4-4. Support a range of CCIT computer configurations to meet our students' varied needs and partner with CCIT to provide on-site technical support.

Action 1-3-4-5. Create displays that reflect Mines' activities.

Objective 1-3-5. Create an easily navigated physical setting (wayfinding).

Action 1-3-5-1. Create user-friendly and ADA-compliant signage.

Action 1-3-5-2. Use interior design strategies (color, etc.) to aid location (what floor am I on?)

Action 1-3-5-3. Apply technological solutions to wayfinding—virtual tours, etc.

Objective 1-3-6. Create an inviting and comfortable environment.

Action 1-3-6-1. Develop a café that offers a range of beverages and light snacks.

Action 1-3-6-2. Purchase a variety of comfortable contemporary furniture that offers seating options.

Action 1-3-6-3. Maintain appropriate climate control and lighting.

Action 1-3-6-4. Enhance and increase natural lighting and views.

Objective 1-3-7. Integrate our community into the Library's physical space.

Action 1-3-7-1. Coordinate events (open houses, hosting activities, concerts, lectures) that reflect our communities' interests.

Action 1-3-7-2. Hold exhibits, art shows and displays that showcase Mines programs and community activities.

Action 1-3-7-3. Incorporate the Mines identity into our building design (interior and exterior).

STRATEGY 1-4. DIGITAL ENVIRONMENT – Facilitate seamless, user-friendly access to and discovery and use of scholarly information through content, design, and delivery of an integrated virtual environment.

Objective 1-4-1. Continue to improve our virtual presence and content.

Action 1-4-1-1. Promote and provide OA content that's accessible to all users.

Action 1-4-1-2. Build on ADA and universal design best practices.

Action 1-4-1-3. Develop engaging content including podcasts, etc.

Objective 1-4-2. Develop an interactive environment for users.

Action 1-4-2-1. Create or purchase a website tool to allow instant customer feedback.

Action 1-4-2-2. Develop crowdsourced activities that engage users.

Action 1-4-2-3. Provide touch-screen PACs/user interfaces.

Objective 1-4-3. Be responsive to user behaviors in our virtual environment.

Action 1-4-3-1. Utilize Springshare software's statistical features to track user behaviors within LibGuides.

Action 1-4-3-2. Apply Primo use statistics to evaluate user patterns and develop access services/research responses.

Action 1-4-3-3. Apply Google Analytics data to evaluate and assess our website's traffic.

Objective 1-4-4. Strategically improve the library's back end digital services.

Action 1-4-4-1. Improve secure and seamless access to e-resources (e.g., via implementation of EZProxy).

Action 1-4-4-2. Improve management of the library's e-resources. Possibilities include the development of an Alma-based electronic resource management system, and the implementation and improvement of other as-yet untapped Alma capabilities.

Action 1-4-4-3. Align funds and POs in Alma to match Banner – helps with analytics, troubleshooting, renewals, etc.

Action 1-4-4-4. Work together with campus to integrate library services and resources into other platforms. For example, integrating course reserves with Canvas.

Objective 1-4-5. Transition to a more dynamic and user-centric web presence.

Action 1-4-5-1. Utilize the new WordPress content management system including modules that allows individual staff members to contribute.

Action 1-4-5-2. Enhance multimedia throughout website, including use of on-demand and streaming content.

Action 1-4-5-3. Better integrate Browzine and LibGuides content into the website for a cohesive look and feel.

Objective 1-4-6. Identify problem areas via usability studies and other mechanisms to improve both front and back end of the virtual environment.

Action 1-4-6-1. Build an adaptive web presence through integrating robust feedback mechanisms.

Action 1-4-6-2. Maintain a web presence that supports universal design.

STRATEGY 1-5. USER EXPERIENCE – Develop a robust, responsive understanding of user needs from a firsthand perspective.

Objective 1-5-1. Evaluate our physical and virtual resources from the viewpoint of the user to inform a better user experience.

Action 1-5-1-1. Conduct regular and systematic user focus groups and usability testing to better evaluate and improve information discovery tools and mechanisms.

Objective 1-5-2. Develop dynamic assessment tools and methods that generate actionable recommendations.

GOAL 2. CULTIVATE AND STRENGTHEN INFORMATION COMPETENCIES.

Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1c, 1d, 1e); Goal 2 (strategies 2a, 2b); Goal 4 (strategy 4e).

STRATEGY 2-1. ON-CAMPUS LIBRARY INSTRUCTION –Lead initiatives to foster essential information literacy and digital information management skills.

Objective 2-1-1. Conduct regular library workshops and panel discussions, both general and discipline-specific, to keep faculty, staff, and students apprised of information resources, services, and trends.

Action 2-1-1-1. Conduct faculty workshops on topics such as the ACRL Framework.

Action 2-1-1-2. Create a series of workshops for graduate students on research and scholarly communication.

Objective 2-1-2. Explore opportunities for instruction with other campus constituencies, for example: teaching assistants, athletics and student organizations.

Objective 2-1-3. Participate creatively in orientation programs to introduce new community members to the information literacy instruction program and research assistance..

Action 2-1-3-1. Participate in new student orientation and Celebration of Mines to engage with new freshmen, transfers and graduate students.

Action 2-1-3-2. Participate in new faculty orientation and engage with new staff and post-doctoral researchers.

Action 2-1-3-3. Explore opportunities to engage with international, non-traditional and first generation student programs.

Objective 2-1-4. Identify opportunities in STEM disciplines to more fully incorporate information literacy instruction in the curriculum.

STRATEGY 2-2. INFORMATION LITERACY PROGRAM–Transform the current collection of “one-shot” information literacy sessions into a cohesive, formalized, scaffolded instruction program. Comprehensively embed information literacy program within the Mines curriculum.

Objective 2-2-1. Develop a formalized, systematic program to reach students with continuously scaffolded library instruction skills throughout their undergraduate and graduate education. This expanded program will be centered around the new ACRL Framework for Information Literacy for Higher Education and target STEM-specific information competencies.

Action 2-2-1-1. Map the Mines curriculum and current information literacy efforts to the Framework

Action 2-2-1-2. Establish a more formal, permanent library instruction role in CSM101.

Objective 2-2-2. Participate on both ad hoc and formal curriculum-related committees in order to more effectively advocate for formal inclusion of library instruction throughout the undergraduate and graduate curriculums.

Objective 2-2-3. Develop robust planning and assessment tools for instruction program.

Action 2-2-3-1. Incorporate formative and summative assessment into video tutorials and LibGuides.

Action 2-2-3-2. Establish a collection of teaching assessment instruments for in-person and distance sessions.

Action 2-2-3-3. Create an Instruction toolkit LibGuide for library faculty to utilize in planning sessions.

STRATEGY 2-3. REMOTE AND ONLINE INSTRUCTION EFFORTS – Enhance and expand online instruction opportunities via instructional technologies.

Objective 2-3-1. Build partnerships on campus to collaborate in the development of distance learning programs.

Objective 2-3-2. Leverage the University’s reputation for innovative engineering education to experiment with new forms of instructional support.

Action 2-3-2-1. Create a shared collection of reusable learning objects for use in LibGuides and Canvas.

Action 2-3-2-2. Comprehensively embed LibGuides and other library resources within Canvas courses.

Action 2-3-2-3. Implement flipped classroom instruction techniques.

Action 2-3-2-4. Create independent guides and tutorials for graduate students.

Objective 2-3-3. Identify and implement opportunities to incorporate and raise awareness of unique and special collections materials in instruction.

GOAL 3: DYNAMICALLY RESPOND TO USERS’ RESOURCE NEEDS.

Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1c, 1d, 1e); Goal 2 (strategies 2a, 2b, 2c, 2e, 2f); Goal 3 (strategy 3b), Goal 4 (strategies 4a, 4e, 4f).

STRATEGY 3-1. COLLECTION DEVELOPMENT AND MANAGEMENT –Effectively connect the Mines community with distinctive information resources on a timely basis to advance the academic success of the university community.

Objective 3-1-1. Ensure collection policies are aligned with relevant missions and strategic plans.

Action 3-1-1-1. Re-evaluate and revise collection policies (map, government publications, and general).

Action 3-1-1-2. Incorporate diversity and inclusion throughout collection development and management.

Action 3-1-1-3. Address notion of moving towards just in time, rather than just in case.

Action 3-1-1-4. Move toward e-preferred for all types of resources.

Action 3-1-1-5. Re-evaluate number of journals bound.

Action 3-1-1-6. Address open access resources and define collection policies for them.

Action 3-1-1-7. Identify collections for the Alliance Shared Print Repository program and create workflows to make necessary metadata changes.

Action 3-1-1-8. Rejoin Prospector.

Action 3-1-1-9. Be an active and involved/participating member of the Alliance (deals, decisions, feedback, shared print committee, etc.).

Objective 3-1-2. Strengthen the collection (physical and electronic) through comprehensive analysis.

Action 3-1-2-1. Develop a systematic weeding program for ongoing maintenance.

Action 3-1-2-2. Re-evaluate physical collection inventory scope and frequency.

Action 3-1-2-3. Evaluate current research and curriculum to identify gaps/weaknesses in the collection.

Action 3-1-2-4. Perform overlap analysis for print and electronic.

Action 3-1-2-5. Perform usage analysis on approval plan.

Action 3-1-2-6. Selectively increase the collection of academic journals based on analysis via ILL, COUNTER turn-a-ways, requests, etc. Note: Attainment of this Action is subject to administrative support for an increased library materials budget.

Action 3-1-2-7. Establish an annual review cycle for subscription databases.

Action 3-1-2-8. Evaluate individual journal title usage for possible cancellations that have previously been overlooked.

Objective 3-1-3. The content, design, and delivery of electronic resources will facilitate seamless, user-friendly discovery, access, and use of scholarly information.

Action 3-1-3-1. Strategically improve both the library's back and front-end electronic services.

Action 3-1-3-2. Improve access to secure e-resources (e.g., via implementation of EZProxy).

Action 3-1-3-3. Improve management of the library's e-resources in the Alma-based electronic resource management system.

Action 3-1-3-4. Implement and improve Alma capabilities with respect to e-resources, acquisitions, and resource management (license module, usage statistics, overlap analysis, etc.).

Action 3-1-3-5. Align funds and other financial data in Alma to match Banner – helps with analytics, troubleshooting, renewals, etc.

Action 3-1-3-6. Evaluate metadata for existing and new collections to enhance discoverability (CZ, OCLC Worldshare, vendor direct, etc.).

Action 3-1-3-7. Evaluate and create efficient workflows and procedures for technical services in relation to electronic resources.

Action 3-1-3-8. Work with research group to customize (when possible) vendor search and result interfaces.

Objective 3-1-4. Involve stakeholders and increase knowledge of and participation in the collections.

Action 3-1-4-1. Consult with faculty/departments on potential acquisitions

Action 3-1-4-2. Consult with faculty/departments on necessary resources to support new and existing programs.

Action 3-1-4-3. Conduct brown bag sessions to inform and gather feedback from stakeholders about possible cancellations and acquisitions.

Action 3-1-4-4. Establish formal mechanism to support growth of new programs at Mines (e.g., BE&S) via collection development and other services.

Action 3-1-4-5. Work with Scholarly Communications Team to identify complimentary APCs available with current subscriptions and disseminate this information.

Objective 3-1-5. Coordinate more effectively with the Library's Communications / Marketing Team and other teams about collections and resource developments and changes.

Action 3-1-5-1. Improve overall awareness of the library's electronic resources.

Action 3-1-5-2. Use analytics to identify underutilized resources that need to be marketed.

Action 3-1-5-3. Highlight new resources (provide vendor graphics, write-ups, etc.), platform enhancements, tools, etc.

Objective 3-1-6. Update the library's materials budget allocation plan to strategically and flexibly guide the growth of a strong and balanced collection.

Action 3-1-6-1. Investigate demand-driven acquisition (DDA) or evidence-based acquisition (EBA) models to better meet non-STEM needs and identify underserved areas of the collection.

Action 3-1-6-2. Prioritize retention of current collections and subscriptions to proactively prepare for budget shortfalls.

Action 3-1-6-3. Save service fee by pulling large collections from EBSCO subscription services.

Objective 3-1-7. Identify and execute strategies to reduce the linear feet (footprint) of the physical collection, as appropriate.

Action 3-1-7-1. Join TRAIL and digitize government document holdings.

Action 3-1-7-2. Obtain funding to digitize unbound theses and dissertations.

Action 3-1-7-3. Evaluate perpetual access electronic holdings against physical holdings.

Action 3-1-7-4. Utilize collective consortia holdings to eliminate redundancies.

Action 3-1-7-5. Apply usage metrics to determine deselection.

Objective 3-1-8. Expand the library's creative collections beyond its tool library.

Action 3-1-8-1. Expose library users to augmented reality tools.

Action 3-1-8-2. Build technology lending collection that enables users to borrow and trial leading edge devices, as well as charging cables for mobile devices.

Action 3-1-8-3. Expand leisure reading and multimedia collections.

Objective 3-1-9. Maintain awareness of OER initiatives and resources.

Action 3-1-9-1. When appropriate, create metadata and access points to foster discovery.

Action 3-1-9-2. Coordinate with Scholarly Communications Team on OER.

Action 3-1-9-3. Explore and implement appropriate OER initiatives to make student textbooks more accessible and affordable. Such initiatives may be in partnership with campus units (e.g., bookstore; student organizations) or external organizations (e.g., Colorado Alliance of Research Libraries). Example initiative: Student-led lending library.

STRATEGY 3-2. SPECIAL COLLECTIONS AND ARCHIVES – Advance the creation, preservation, discovery, and use of content uniquely held or produced at Mines, including the library's special collections and archives (Mining Archive, CSM History Archive, Ropeway, Tell Ertl, institutional repository). and the CSM Geology Museum's collections.

Objective 3-2-1. Develop, promote, and digitize collections of rare and unique materials that support the curriculum of the university and preserve its institutional memory.

Action 3-2-1-1. Devote additional staff to digitization.

Action 3-2-1-2. Acquire new materials, including those highlighting aspects of diversity and inclusion.

Action 3-2-1-3. Develop stronger partnerships with Alumni Association, Foundation, and Mines Administration.

Objective 3-2-2. Increase physical visibility and access to special collections.

Action 3-2-2-1. Market creatively with social media, physical and virtual displays.

Action 3-2-2-2. Improve access via metadata and digitization.

Action 3-2-2-3. Increase open hours of operation to promote walk-in users (move away from appointment only).

Objective 3-2-3. Improve awareness and raise the profile of the Library's special collections.

Action 3-2-3-1. Create or improve research guides, library displays, infographics, related library programming.

Action 3-2-3-2. Re-evaluate and create policies that facilitate awareness and access

Action 3-2-3-3. Improve space use.

Action 3-2-3-4. Collaborate with broader community to build connections between special collections and educational and research programs.

Action 3-2-3-5. Raise awareness of and promote preservation services via campus and community workshops on materials preservation.

GOAL 4: EXPAND OUTREACH AND ENGAGEMENT.

Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1a, 1b, 1g); Goal 2 (strategies 2a, 2b, 2c, 2e, 2f); Goal 3 (strategy 3b).

STRATEGY 4-1. COMMUNICATION – Cultivate a community of informed library users through effective communication of library resources, services, and mission.

Objective 4-1-1. Engage library users via a continuing expansion of social media communications.

Action 4-1-1-1 Create a social media best practices document, including content & format guidelines.

Action 4-1-1-2 Utilize student worker(s) to work with the Communications Committee to develop social media content and postings.

Action 4-1-1-3 Explore emerging social media platforms, such as You Tube and Snap Chat.

Objective 4-1-2. Create a robust program to communicate, market, and promote library developments, accomplishments, services and collections to the community.

Action 4-1-2-1. In close coordination with the CSM Marketing & Communications Office, continue to develop consistent and effective library branding and marketing for both digital and print communications.

Action 4-1-2-2. Create a library calendar or other fun publication(s). Tie to outreach via library presentations for featured month.

Action 4-1-2-3. Work in conjunction with the Communications Committee to develop annual advertising/marketing calendar. From this develop monthly schedule of events for marketing purposes.

Action 4-1-2-4. Utilize multiple channels including Mines publications, library newsletter, library blog, social media, fliers, campus posters, library website, etc.

STRATEGY 4-2. OUTREACH, PARTNERSHIPS AND COLLABORATION – Promote resources and user services both internally and externally.



Objective 4-2-1. Increase the number and variety of library programming events (lectures, book talks, student presentations, etc.) to contribute to the academic library environment and experience.

Action 4-2-1-1. Hold open houses to engage the campus community.

Action 4-2-1-2. Set up information tables in the student center, dining hall, and other heavily trafficked areas on campus at appropriate times.

Action 4-2-1-3. Sale of the calendar or publication tied to student-centered topics such as summer trips, clubs or campus events. Expand theme to involve programming.

Action 4-2-1-4. Partner more closely with student success programs (e.g., CASA, Writing Center; Testing Center; McBride Honors Program; EPICS; and other student research projects).

Action 4-2-1-5. Partner with Student Ambassadors program to develop tours inclusive of the library.

Action 4-2-1-6. Partner with Residence Life to integrate library information/education into their Resident Assistant programming.

Action 4-2-1-7. Partner with the International Office to introduce library programming/information/orientation.

Action 4-2-1-8. Partner with Student Life to develop/co-sponsor activities, including library services and resources.

Action 4-2-1-9. Partner with student organizations. Co-host and provide meeting space and meeting tools for student clubs and organizations.

Objective 4-2-2. Create and systematically apply a communications model in order to foster closer two-way communication with the University's academic departments.

Action 4-2-2-1. Map existing relationships with all campus units. Identify campus committees, units, and initiatives to become actively involved with.

Action 4-2-2-2. Form partnerships directly with academic faculty by identifying venues such as new faculty orientation in order to meet individually with all new faculty.

Sub-Action 4-2-2-2-1. Work with faculty to engage library information competencies.

Sub-Action 4-2-2-2-2. Collaborate on library-centric course assignments.

Action 4-2-2-3. Build relationships with individual researchers and research groups on campus, in order to be more aware of emerging areas of need allowing for the strengthening of resource collections.

Objective 4-2-3. Partner with outside organizations to provide services for the community.

Action 4-2-3-1. Develop events with the business community of Golden, local school districts, and community colleges in coordination with admissions office, alumni, and more.

Action 4-2-3-2. Develop and distribute marketing materials that will encourage community access to the library.

Objective 4-2-4. Partner with other libraries and library consortiums.

Action 4-2-4-1. Foster regular communication and interaction with the Jefferson County Public Library to better support the greater Golden community.

Action 4-2-4-2. Leverage memberships with the Alliance and other library consortia.

Objective 4-2-5. Become more involved with professional organizations at the regional, state, and national level.

Action 4-2-5-1. Partner with regional universities to initiate events and programs on Open Access, Open Scholarship, and Open Educational Resources.

Action 4-2-5-2. Establish working relationships with ASEE ELD (Engineering Libraries Division of the American Society for Engineering Education), ACRL, etc.

Action 4-2-5-3. Collaborate with associations (e.g., CAL, Colorado Alliance of Research Libraries) on activities such as planned scholarly communications and planned open access events.

Objective 4-2-6. Partner with the CSM Geology Museum to collaboratively exhibit collections.

Action 4-2-6-1. Establish a process for collaboration with the Museum, such as an Exhibit Committee.

Objective 4-2-7. Foster mutually beneficial relationships with industry partners (e.g., Coors, NREL, etc.).

Action 4-2-7-1 Identify what we hope to gain and how the entities will benefit.

GOAL 5: BECOME THE CAMPUS NEXUS FOR SCHOLARLY COMMUNICATION.

Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1a, 1b, 1f); Goal 2 (strategy 2b); Goal 3 (strategy 3d); Goal 4 (strategies 4e,4f).

STRATEGY 5-1. RESEARCH IMPACT – Enhance the visibility and impact of research and scholarship created at Mines or by members of the Mines community.

Objective 5-1-1. Establish a Center for Scholarly Communications. This center will pursue collaborative partnerships and increase participation in university and community-based efforts that advance digital scholarship and born digital collections. The center will provide recognizable leadership and innovation in managing and disseminating Mines research output through collaborations with the research community and stakeholders.

Objective 5-1-2. Lead the collaborative implementation, management, and broad campus adoption of a Research Information Management System with a Research Networking and Profiling Interface to enable interdisciplinary collaboration and data-informed decision-making in research.

Action 5-1-2-1. Collaborate with Office of Research and Technology Transfer, Research Council, CCIT, Office of Research Administration, Communications and Marketing, and all academic departments across campus to provide research expertise and become an integral partner in research on campus.

Action 5-1-2-2. Coordinate internal and external data sources and workflows to minimize faculty efforts in maintain such system.

Action 5-1-2-3. Provide education on how research information ecosystem works and best practices in managing and disseminating research information.

Action 5-1-2-4. Pursue membership of ORCID and other organizations/consortia crucial in the emerging research information ecosystem.

Action 5-1-2-5. Explore how STEM storytelling can be integrated into faculty research profiles for various audience, including legislators, external stakeholders, and general public.

STRATEGY 5-2. OPEN SCHOLARSHIP – Provide leadership, resources, and services to foster open access publishing, research data management and sharing, reproducible research, open educational resources, and best practices in digital workflow across the research lifecycle.

Objective 5-2-1. To aide campus researchers in their quest to comply with open scholarship requirements, develop a suite of educational resources, programs, and services on scholarly communication topics, including but not limited to:

Action 5-2-1-1. Building up a suite of LibGuide pages covering scholarly communication topics tailored for Mines campus needs. E.g. Copyright and Open Access, Open Educational Resources, Patents and intellectual property, Funders mandates, Research Impact, Unique author identifiers, Institutional and disciplinary repositories, Management of Research Workflow, Electronic Lab Note Book etc.

Action 5-2-1-2. Continuing library internal education to enable every library faculty and staff to have conversations on open scholarship.

Action 5-2-1-3. Co-developing research data management and sharing curriculum for graduate students with the CCIT Research Data Support Specialist.

Action 5-2-1-4. Start a Scholarly Communications blog to post relevant news, opinion pieces, resources, and services, including a summary of our milestone achievements.

Action 5-2-1-5. Start an outreach event calendar with major themed celebration weeks planned out for the year (e.g. OA Week, OER Week, Banned Book Week, Open Data Week, Love Your Data Week, Fair use week etc.) with exhibits (physical and/or digital) and/or invited speaker events / workshops.

Action 5-2-1-6. Propose and create an Open Access Fund to jump start open access publishing practice at Mines.

Action 5-2-1-7. Create scholarly communications outreach working group to connect campus projects and initiatives with library resources.

Action 5-2-1-8. Organize regular panel discussions on scholarly communication related issues (e.g. SciHub vs. Open Access; ResearchGate vs. Expert System+IR etc.).

Action 5-2-1-9. Connect publishers and other information vendors with research communities on campus through targeted communication and outreach events co-sponsored by the library and publishers /information vendors (e.g. inform authors about ORCID iD requirements from various publishers, ACS on Campus event etc.).

Action 5-2-1-10. Collaborate with selected research groups to improve their management of research information and research workflow (e.g. performing systematic review, adapting Electronic Lab Notebook systems and/or Open Science Frameworks, hosting software carpentry/data carpentry workshops [for reproducible data analysis] etc.).

Objective 5-2-2. Advocate for and establish a Mines Open Access Policy.

Objective 5-2-3. Provide consultation and instruction on copyright, patent search, and other intellectual property related topics aiming at solving practical challenges in the learning and research process.

STRATEGY 5-3. INSTITUTIONAL REPOSITORY – Expand the Mines institutional repository and connect it to the broader research information ecosystem with the goal of enabling new forms of academic inquiry and discovery through the creative and dynamic use and reuse of the digital assets of the university. The repository will preserve and disseminate the intellectual output of the university’s faculty, staff, and students as well as the digitized versions of the library’s special collections, archives, and the collection of Mines Geology Museum.

Objective 5-3-1. Create a robust repository architecture.

Action 5-3-1-1. Aggressively adopt new methodologies, practices, and partnerships to ensure quick and timely access to content held in shared repositories, regardless of format.

Action 5-3-1-2. Brand (URL, appearance and a name of) the institutional repository with Colorado School of Mines and Mines Library.

Action 5-3-1-3. Evaluate the potential and sustainability of current institutional repository.

Action 5-3-1-4. Seek grants and collaborations to enhance the infrastructure and our ability to innovate, e.g. further developing workflow, metadata standards, interoperability, and policies more suitable for preserving and sharing research output in various formats, sizes, and structure.

Objective 5-3-2. Expand repository representation of special and museum collections.

Action 5-3-2-1. Develop and implement procedures, technologies, and services for the acquisition, discovery, and preservation of digitized and born digital collections.

Action 5-3-2-2. Partner with faculty to selectively integrate special collections within the curriculum.

Action 5-3-2-3. Seek funding to add unique content, e.g. digitizing the Mine Reports or historical mine maps.

Objective 5-3-3. Expand the capture and dissemination of Mines intellectual output in the repository.

Action 5-3-3-1. Develop a set of user-friendly policies, toolboxes, and guidelines (scope, metadata standards, formats, workflows etc.) to enable researchers, students, and library staff to contribute through self-depositing.

Action 5-3-3-2. Integrate the institutional repository with the to-be Research profiling and networking system and other components of research information ecosystem (e.g. ORCID) to simplify workflow for sharing research output.

Action 5-3-3-3. Complete the thesis and dissertation collection in the institutional repository.

Action 5-3-3-4. Outreach to a diverse array of research and learning communities on campus to recruit collections of intellectual output for the institutional repository, regardless of format and including research data and streaming content produced by Mines faculty, students, and staff.

Action 5-3-3-5. Negotiate with publishers on batch loading of past scholarly publications from Mines and ongoing semi-automatic depositing for new publications.

GOAL 6: COMMIT TO CAREER DEVELOPMENT FOR ALL LIBRARY STAFF.

Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategy 1g); Goal 2 (strategies 2b, 2d, 2e, 2f).

STRATEGY 6-1. PROFESSIONAL DEVELOPMENT – Build skills, knowledge, and competencies to maintain leading edge in a rapidly changing information ecosystem.

Objective 6-1-1. Develop and share out a comprehensive plan to fairly distribute annual professional development funds to support continuing education for all library staff.

Objective 6-1-2. Explore opportunities to strengthen the faculty status of librarians, in accordance with the AAUP and ACRL.

Objective 6-1-3. Secure additional professional development time for librarians to work on scholarly research, publication, presentations, and to engage in leadership opportunities.

Objective 6-1-4. Develop a formal and ongoing customer service training program for all library staff.

Action 6-1-4-1. Provide periodic webinars and in-service training.

Objective 6-1-5. Align/realign library staff roles and abilities to support the library's strategic direction.

Objective 6-1-6. Identify learning opportunities for all library staff.

Action 6-1-6-1. Conduct regional library field trips to other academic libraries.

Action 6-1-6-2. Utilize webinars, online conferences, and other learning opportunities.

Action 6-1-6-3. Conduct an annual professional development day each summer.

Objective 6-1-7. Strengthen and expand the library mentoring program to include all library staff.

Action 6-1-7-1. Bring in experts.

Action 6-1-7-2. Recommend TedTalks.

Action 6-1-7-3. Monitor professional developments (other libraries; vendors; professional literature) and foster forums for sharing.

Objective 6-1-8. Engineer a program on emerging trends and technologies.

Action 6-1-8-1. Attend university events and meetings to identify emerging campus trends and how new library trends/technologies can support them.

Action 6-1-8-2. Post professional development opportunities in The Arthur Lakes Library Weekly Update.

Action 6-1-8-3. Encourage each staff member to read relevant articles, etc. and post in The Arthur Lakes Library Weekly Update.

Objective 6-1-9. Develop formal, comprehensive student worker training program that includes both in-person training for all new hires, and ongoing training for all student workers.

Action 6-1-9-1. Develop online training resources that include videos, FAQ's, etc. Emphasize customer service principles.

Action 6-1-9-2. Train student workers to serve as library ambassadors on campus.

STRATEGY 6-2. STAFF COMMUNICATION – Foster a culture of experimentation, teamwork, and continuous learning.

Objective 6-2-1. Foster a culture of experimentation, teamwork and continuous learning.

Action 6-2-1-1. Create effective mechanisms to share new trends and information learned at conferences and webinars.

Action 6-2-1-2. Conduct regular, formal in-service sessions (e.g., Alma, Calendar, Google Drive/Office365, project management, etc.)

Objective 6-2-2 Develop and maintain a cross-training of library staff to ensure adequate coverage and backup.

Objective 6-2-3. Formalize the library's written policies and procedures.

Action 6-2-3-1. Provide a formal library orientation for all new hires.

Objective 6-2-4. Develop and expand methods of communication.

Action 6-2-4-1. Establish effective library-wide communication paths.

Action 6-2-4-2. Improve communication with evening/weekend staff, including students.

Objective 6-2-5. Find ways to acknowledge/recognize library staff's achievements.

Action 6-2-5-1. Hold periodic staff celebrations when projects/goals are completed.

GOAL 7: FORMALIZE LIBRARY DEVELOPMENT.

Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 2 (strategy 2a); Goal 3 (strategy 3b); Goal 4 (4e).

STRATEGY 7-1. FUNDRAISING – Foster closer relations with the University Foundation and current and potential donors to broaden community support for the library in general and the need for a library renovation in particular.

Objective 7-1-1. Develop a formal library fundraising team.

Action 7-1-1-1. Create a team with a lead development officer. An individual development officer, as tried in the past, cannot do this alone.

Action 7-1-1-2. Involve all staff members in fundraising efforts.

Action 7-1-1-3. Include the Foundation's assigned liaison to the library as a member of the team.

Objective 7-1-2. Coordinate with assessment librarian to develop materials that effectively communicate the library's return on investment (ROI) to donors.

Action 7-1-2-1. Develop white paper that quantitatively and qualitatively communicates the value of the library. This may include comparative data with peer institutions.

Action 7-1-2-2. Identify data and a message that provides the entire staff the ability to clearly articulate our mission to administration and potential donors (elevator speech; e.g., students who are engaged with the library statistically demonstrate more successful academic careers).

Objective 7-1-3. In coordination with the Mines Foundation, develop a formal library development plan that includes funding sources, fundraising activities, methodology, etc.

Action 7-1-3-1. Identify and secure funding sources. These may include:

- University funding/budget
- Mines Foundation
- Individual and organizational donations, and endowments, including sponsorship of specific collections or initiatives

Action 7-1-3-2. Identify potential fundraising activities that other academic libraries engage in. Assess to determine which make sense for our environment.

Action 7-1-3-3. Develop a methodology for securing funding that includes:

- Process for identifying donors
- Identification of strategies to be utilized when approaching donors
- Methods for obtaining large gifts vs. small gifts

Objective 7-1-4. Create a Friends of the Library group to expand fundraising capability and efforts.

Objective 7-1-5. Coordinate with the library communications team to develop marketing materials and initiatives.

Action 7-1-5-1. Events and initiatives may include:

- Special events
- Used book sale
- Speaker events
- Tours of special collection
- Alumni events
- Fee based services
- Coffee shop revenue
- Retail shop with merchandise
- An item or collection sponsorship program (e.g., contributing \$x/year sponsors the digitization of yearbooks to personalize fundraising)
- Presentations to the Foundation and other key stakeholder and decision-making units to make case for the need for a library renovation and other library improvements

Action 7-1-5-2. Marketing initiatives may include:

- Direct mail
- Telemarketing
- Merchandising
- Publications program

STRATEGY 7-2. GRANT WRITING – Methodically increase the number of grants in support of library collections and services.

Objective 7-2-1. Create a grant-writing position or team to build and maintain a grant-monitoring and writing program. Grants may be secured from government agencies, foundations, corporations, and other public and private sources.

Objective 7-2-2. Seek out and pursue significant grant opportunities that will enhance the library's reputation and value to campus.

Objective 7-2-3. Provide internal professional development to foster a culture of grant writing.