

# Drake University, Cowles Library

## Strategic Plan for 2006-2008

(Revised: April, 2006:Version 2)

“The purpose of Librarianship is to enhance the social utility of the graphic record” (Jesse Shera)

### I. Mission

To support the educational goals of Drake University by providing services, collections, technology, and learning opportunities that make it possible for faculty and students to successfully access and use information.

In fulfilling its mission, the Library works in partnership with faculty and other members of the Drake community, and seeks to contribute to the overall goals of the University. Primary emphasis is placed upon materials and services that expand upon and support the curriculum, and that support faculty teaching.

### II. Vision

Cowles Library is committed to creating and maintaining a dynamic learning environment focused on service and guided by the principles of intellectual freedom. The Library is the gateway to recorded knowledge, both print and digital, for the Drake Community. The Library staff prepares students for citizenship in the 21<sup>st</sup> century, modeling the principles of information literacy: to acquire, integrate, analyze and interpret information, to use appropriate technology to assist with these processes and to understand their social and ethical implications.

### III. Organizational Attributes

The work of the Library staff is guided by a set of six organizational attributes. By adopting and sustaining these attributes, the staff directs the ongoing development of Library services in a manner that will help produce effective decision-making, efficient use of resources, and excellence in the provision of services.

- The Library is a **Learning Organization** with both individual and team work focused around a shared vision and a strategic agenda.
- The Library approach to service is framed by a set of **Service and Professional Values** grounded in a commitment to intellectual freedom and the American Library

Association's *Library Bill of Rights*.

- The development and delivery of library services is based on the concept of **Collaboration** with customers, lead vendor partners, and with the broader library and scholarly community.
- Library Faculty work towards the highest standards of **Professionalism** in both conduct and mastery of assignments, and play a leadership role at Drake and within Librarianship.
- Library staff are committed to maintaining a **Process of Assessment** that leads to the highest levels of customer satisfaction and continuous improvement of library service.
- Library staff are committed to advancing the development of a **Diverse and Multi-cultural Environment** at Drake.

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#### IV. Strategic Goals

**Goal 1: Enhance the effectiveness of the library organization in order to achieve higher levels of quality service, efficiency, diversity, and the quality of work-life.**

##### **Strategies/Activities (2006-2008):**

- Participate in the University Self-Study – contributing leadership, expertise and other resources as necessary to the process. Work with the Self-Study committees to insure that library service outcomes align with institutional needs.
- Prepare a new Strategic Plan, focusing on the next five to ten years of library service at Drake.
- Review existing staff vacancy and selected positions to advance alignment with services and programs.
- Sustain implementation of the "Cowles Library Diversity Plan".
- Sustain commitment to Staff Development – conduct a needs audit and refine program based on results.
- Prepare a revised emergency and disaster preparedness plan.
- Develop, in conjunction with university Advancement, a strategic and operational plan for library fund raising (including the role of Cowles NAC).
- Participate in the university master planning initiative (including planning for the long term utilization of the facility).

##### **Strategies/Activities (Completed/Implemented):**

- Implemented the Organizational Realignment (e.g. the “units”), and began recruitment for vacant positions (appointed Web Manager, Digital Projects Librarian, First Year Student Experience Librarian, Service Quality/Training Coordinator)

- Completed the scheduled biannual LibQUAL survey of user satisfaction – and assessed results for improvements in library services.
- Supported a major expansion of the organizations commitment and support for Faculty and Staff Development.
- Advanced the library Self-Study with the development of an evidence grid and data repository.
- Conducted a Security Review – and implemented enhanced emergency access to Drake security; disaster recovery plan.
- Revised the Diversity Plan and continued to advance diversity initiatives
- Implemented new internal productivity and communication tools with CORE, and the Cowl-Files, WIKI, and data/evidence repository.

**Goal 2: Provide an exceptional collection of print and digital information resources that support the learning objectives of the Drake Curriculum.**

**Strategies/Activities (2006-2008):**

- Conduct a test with alternative selection service – YBP.
- Conduct benchmark analysis of current collections – utilizing OCLC Collection, Ulrich's, Books for College Libraries.

**Strategies/Activities (Completed/Implemented):**

- Disseminated the revised *Cowles Library Collection Development Policy* to the teaching faculty.
- Began to assess the utilization patterns of the current installed base of electronica, leading to adjustments in holdings.
- Expanded scope of and support for electronica holdings.
- Evaluated the E-Reserve service and integrated processing functions into staff assignments.
- Completed the first phase of the Serials Format Study – leading to reallocations and new acquisitions.
- Developed and submitted a SIP proposal focused on Pharmacy and Science holdings.

**Goal 3: Provide electronic tools that will advance the learner's ability to conveniently access and utilize scholarly information resources.**

**Strategies/Activities (2006-2008):**

- Develop a strategy for sustained integration of library services and resources with campus CMS and portal platforms.
- Undertake an investigation to assess the feasibility of deploying access software that will advance a "Web 2.0" approach to information retrieval and delivery (this should also include the long term status of the Sirsi platform at Drake).

**Strategies/Activities (Completed/Implemented):**

- Implemented the latest version of Sirsi Unicorn software.
- Implemented a redesign of the Cowles web site.
- Implemented the ILLIAD electronic interlibrary loan system.
- Participated in the university content management and portal initiatives.

**Goal 4: Provide support services for the use of information resources; deliver instructional and training programs that increase the information literacy of students and faculty.**

**Strategies/Activities (2006-2008):**

- Provide leadership for a review of the Information Proficiency AOI (including the scope and direction of the library instructional delivery program).

**Strategies/Activities (Completed/Implemented):**

- Reallocated a position to support the creation of the Librarian for the First Year Experience.
- Implemented the first phase of the Information Commons.
- Implemented a virtual reference service.
- Sustained the library commitment to Information Proficiency AOI (Lib 046, web FYS).
- Assumed responsibility for the university's academic Copyright program - and initiated training and resource activities for faculty.
- Expanded Collaboration with the CDTL, including faculty training seminars and a planned summer workshop.

**Goal 5: Provide services that advance the creation, preservation and availability of scholarship and archival resources that are unique to Drake.**

**Strategies/Activities (2006-2008):**

- Sustain the growth of the Drake Digital Repository.
- Develop a plan for sustaining a Drake Archives program (staffing, resources, policy and procedures).

**Strategies/Activities (Completed/Implemented):**

- Deployed software to advance the development of the Drake Digital Repository (escholarshare, Drake Heritage)
- Completed Drake digital heritage projects (Historical Des Moines, Relays)
- Implemented the renovation of library space for the Collier-Drake heritage Room.

**Goal 6: Provide programs and activities that advance the understanding of the role of libraries, information, literacy, and scholarship in our society.**

**Strategies/Activities (2006-2008):**

- Sustain the “Live at the Library” speaker series.
- Continue to develop exhibits and digital projects that promote the Heritage of Drake, and Des Moines.

**Strategies/Activities (Completed/Implemented):**

- Hosted an exhibit from the National Holocaust Museum “American and Nazi Book Burnings: Fighting the Fires of Hate”.
- Developed the “Live at the Library” speaker series.
- Collaborated with the School of Education, the Des Moines public schools on the “Celebration of New Books for Children” program.