

Haverford College Libraries 2012-2015 Strategic Plan Report

Executive Summary

The Haverford College Libraries serves, as a locus of intellectual activity supporting the teaching, research and learning needs of the Haverford community. Infused with Haverford's Quaker heritage and values, we support the mission of the College to develop academic excellence and personal growth through a liberal arts education. More broadly the libraries foster curiosity, exploration, introspection, and scholarly engagement for each individual within the Haverford community. To this plan and our work we bring an unrelenting commitment towards excellence—for the institution, the students, the faculty, and the staff—through our collections, instruction, and services.

To that end, the priorities of the strategic plan fell into eight over-arching strategic goals with outcomes as follows:

1) Develop the Library as Place:

We partnered with campus constituents to reposition the Libraries as the physical and intellectual heart of the campus. The identification of the libraries as key foci of the capital campaign came from broad-based and enhanced campus space planning. The development of concept plans for significantly improving Magill Library, the Quaker & Special Collections Library, and the Music Library resulted from these efforts. The College community has vetted the concept plans and that review will continue through the pre-design and design phases. In the meantime, students and faculty alike have appreciated modest enhancements of existing spaces within Magill.

2) Evaluate, improve and deliver high-quality collection development and access;

Successful libraries respond to the dynamic, changing needs of their patrons by delivering collections—digital and physical—in ways that facilitate learning and research. As such, we continued to build meaningful collections in all formats. Electronic resources, and the economic demands they place on our operating budget, continued to play increasingly significant roles in our selection and collection building. With the rise of e-resources, the role of print resources is also changing. We continue to be well positioned within that technological landscape to provide format-appropriate collections material for our community. Successful outcomes in this area include negotiating additional collections space with Penn's LIBRA facility; engaging in evidence-based collection development; refining and improving our collection development policy; building and improving access to our Quaker & Special Collections; embarking on a Records Management and enhanced Archival program; incorporating e-resources into our collections framework; optimizing our description and metadata services; and launching important digital repositories such as Haverford Scholarship.

3) Ensure long-term preservation of the collections;

Preservation of the cultural record remains an important priority for libraries. Given the proliferation of information and the simultaneous fragility of the digital environment, preservation issues are both pressing and to some degree daunting. To our long-standing partnership PALCI (Pennsylvania Academic Library Consortium Inc.) we added our agreement with the Five Colleges ensure expanded preservation and access to a print archive of many journals. We are founding members of EAST (Eastern Academic Scholars Trust), which will develop standards and practices for shared preservation and access to print monographs. At the Tri-Co level we launched an initiative to explore digital preservation standards and practices and to develop recommendations. Finally, we are one of the few Liberal Arts Colleges with a Conservation Department, the leader of which not only brings the highest standards to book, manuscript, and artifact preservation.

4) Develop and support Digital Scholarship across all disciplines;

The development of a digital scholarship program within the Libraries represents an important shift in the landscape of libraries, research, and scholarly communications. At Haverford, the libraries leverage technologies, old and new, to support the generation of scholarship, new knowledge and the development of students' abilities to think critically. In this regard, we have built, and continue to build, our capacity to support and participate in new modes of inquiry, including, digital scholarship. Our work with faculty within the Tri-Co has served as a model for several schools and our colleagues are consulted on a range of projects (locally, nationally, and internationally).

5) Partner with faculty in delivering excellence in research and instruction;

Librarians teach students to understand the iterative process of research and to critically engage with scholarly sources. In 2011-2012 librarians taught 60 instruction sessions; by 2015, that number grew to 182 class sessions. We developed best practices for our one- on-one research consultation and are now averaging 3,500 individual sessions per academic year. The interrogation of rare and primary sources adds important dimensions to teaching and learning on campus, and to that end, the Quaker & Special Collections were used in 46 different classes last year.

In addition, librarians create course guides that assist students in navigating extensive resources on specific topics. Students now have access to a total of 875 available guides; consultation of these resources averaged 518 views per day and 56,441 per semester.

Special initiatives for this strategic plan included establishing our Personal Librarian program, where incoming freshman are assigned a liaison for their first two years, and in identifying learning outcomes for each academic class and, further, by discipline. These learning goals help us provide the right scaffolding of skills for students as they approach their capstone project.

6) Improve the experiences of all using the libraries;

There are many initiatives listed in detail in this report. Some highlights are: significantly expanding the hours of operation including 24/7 periods during the last two weeks of finals; the establishment of the Faculty Advisory Committee and the Student Advisory Committee; the creation of feedback opportunities with clear and timely implementation of improvements.

7) Create an intellectual vibrancy through enhanced programming and outreach; and

We significantly improved our website and continue to refine the offerings found there. The libraries added social media, interviews and other features managed by students for students. Finally, we widely expanded a moribund Young Academic Alumni Lecture Series and added several other programs and lectures, particularly the Text and Technology series. Our expanded exhibitions programming brings curricular and co-curricular learning together in dynamic ways that has revitalized and energized spaces on Magill. We are grateful to our faculty partners in these expanded endeavors.

8) Develop our organization and staff effectiveness in consort with our Quaker values.

Collaborative partnerships—on campus, within the Tri-Co, locally, regionally, and nationally—represent the best of our commitment to Quaker values. Library colleagues have participated in committees on campus that contribute to organizational effectiveness. Finally our staff reorganization, which occurred in two phases, allowed us to redeploy personnel resources and recruit additional expertise in meeting campus teaching and learning needs. A revitalized Quaker and Special Collections, the establishment of our Digital Scholarship program; the expansion of our metadata services offerings, and an expanded capacity and depth in disciplinary areas represent the key objectives and outcomes.

We are pleased with the successful outcomes and feel we are poised for progress as the College moves to realize our collective ambitions in the upcoming renovation, construction, and importantly a reconceptualization of how our library will advance teaching, research and learning in the digital world.