Haverford College Libraries
2016-2019 Strategic Plan

The Haverford College Libraries act as the nucleus 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.

The Plan for Haverford 2020, the College's Strategic Plan that guides decisions about the physical and the curricular endowments, identifies significant improvements to the Libraries as central to the overall success of the academic mission of the College. The Plan for 2020, in particular, highlights key changes to Magill Library, the Quaker & Special Collections Library and the Union Music Library.

Much of the work we will do in the coming three years will be informed by the demands that the above transformation requires. Within that framework, we will continue to build on the successes of our recently concluded plan, expanding our partnerships with faculty in curricular and co-curricular learning, research, collection building, and emerging areas of inquiry and technologies.

Library as Place

A modern and forward-looking library moves from the traditional repository paradigm to a central academic space of vibrancy, yet quiet study, of collaboration, yet individual introspection, and of robust intellectual engagement in and across areas of inquiry, yet individual exploration and learning. There is a collective and urgent sense from the community members that our libraries do not meet the educational needs and scholarly practices of today. Given its seminal role on campus, revitalizing the physical endowment of the library must meet critical goals to increase active scholarly engagement within this location, and throughout our community.

The Vision includes:

- Plans for a renovated main library with appropriate teaching spaces, event space, centralized access for students to subject specialists, quiet reading rooms, social spaces, as well as a café that fosters community and intellectual exchange, keeping in mind that some spaces will be available 24/7.

- Libraries with an expanding capacity to support reading, writing, creating, curating and preserving by embracing digital and multimedia environments. The new spaces will allow librarians to play a key role in developing best practices for bringing together the traditional and digital skills of scholarship through direct engagement with faculty and students.

- Spaces for Quaker & Special Collections to make these resources more accessible to the community. Further, these rare materials, coupled with the digital and secondary texts, will allow enhanced multi-modal learning already underway on campus.

- Union Music Library, as part of the Music Program (both academic study and performance) will play a central role in delivering a first-class collection of scores, books and sound recordings alongside technology. There will be spaces for study, collaboration and the creation of music and musical scholarship. The newly improved space will be essential in the Libraries' capacity to partner with faculty in delivering excellence in music education.

To accomplish our Goals, we expect to:

- Engage with our campus community to solicit feedback in response to the preliminary concept designs

- Work with campus partners in planning and issuing Requests for Qualifications (RFQs) and Requests for Proposals (RFPs) to identify appropriate architects who will help us meet the College's needs.

- Move past the concept plan to develop design documents for construction, and then engage in that construction process during the strategic planning period.

- Convert a large workroom in the Gilbert White Science Library to a new student space and remove the compact shelving that houses science journals most of which are now accessed on-line. This improvement aligns with the trend toward comfortable, collaborative study spaces, and it will meet the increasing demand for student space in the libraries. Students' voices will play a strong role in shaping the furnishings and use of the room.

Collection Management and Preservation

The role of the libraries in building collections remains an important function for the academic community, and yet in a world rich with information, collection building is far more complex. Librarians are now skilled in working with digital assets that must be managed, described, preserved, curated, and made available to users in order to further the understanding and preservation of the cultural record. Curating collections, then, requires expertise in metadata and in navigating and collecting born digital materials. In addition, librarians play a central role in creating collections through digitization, digital scholarship, publishing, and scholarly communication, initiatives that take place at the local, regional and national levels. Expertise in traditional print materials and, most especially, in rare texts is also crucial to the success of academic libraries.

Similarly, preservation of collections is local but also extends beyond the walls of the campus libraries. Not only do we have an excellent Conservation Department, one of the few in a liberal arts college setting, we are forming key partnerships with consortia to ensure the long-term preservation of both print and digital collections on both

regional and national levels.

Initiatives for Collections Management and Preservation Include:

- Collection development:
    - As the capacity to engage students with rare texts will continue to be a distinguishing feature of the academic experience, the Libraries will expand its rare and special collections.
    - With responsibility for an internationally regarded collection, we will further enhance the Quaker Collections to meet the needs of scholars by evaluating trends in recent scholarship, especially Quaker, to determine whether and how our collections might support such scholarship.
    - Evaluate and manage current Government Documents.
    - Review those collection items classed as "medium rare" and determine the continued need for such a class, particularly in the context of the new building.
    - Create a digital collections policy that identifies the criteria used to build collections of "enduring value." This policy would be a component part of the Libraries' overall collection development policy.

- Collection access:

    - Evaluate and improve access to archival and rare collections (See Quaker & Special Collections specific plan).
    - Develop and implement a newly defined plan to improve access to the College's art collection.

- Copyright:
    - Provide faculty and students with guidance on issues pertaining to use of copyrighted works, retention of author's right, Creative Commons licenses, and Open Access.
    - Develop a set of institutional copyright guidelines and supporting infrastructure.

- Universal Design:
    - Being attentive and responsive to universal design principles to address learning needs of a diverse student body by providing appropriate format conversion or acquisition.
    - Proactively partner with the Disabilities Coordinator to determine areas where the Libraries can further assist our community members.

- Records Management:
    - Promote and provide leadership for the implementation of an effective records management program across the Haverford College campus.

- Improve and enhance collection management through qualitative assessment:

    - Determine the best role for our existing partnerships in relationship to collections management. These partners include Penn (LIBRA), PALCI

(Pennsylvania Academic Library Consortium, Inc.), Atelier (Museum-quality art storage), and Five College Repository (Affiliate members for Print Archive of certain journal collections). We will evaluate the holdings at each location and consider cost, features, and service model of each. The evaluation will further assist us in decision-making related to the renovation.
- o Minimize duplication of holdings and cost by coordinating LIBRA activity across the Tri-Co. Consider the cost/benefit to a single LIBRA Coordinator for the Tri-Co.

- Collection management through quantitative assessment:
  - o Quantitative assessment of collections: Aggregating data/statistics, collected by Libraries' staff. Identify and implement a method for displaying, using, manipulating, and analyzing the data and information gathered across the library (aka "Data farm").
  - o Aggregate intra-consortial Tripod circulation data: Work with the Data farm group to facilitate deposit of existing and subsequent reports.
  - o Aggregate circulation by subject data. Investigate whether circulation-by-subject reports can be reasonably extracted from Tripod for ingestion into the Data farm.
  - o Assess Pay Per View rental processes vs. subscriptions (aka Journal Ticker).
  - o Develop decision criteria for print vs e-book purchasing.
  - o Continue ongoing collection space management in preparation for the renovation.
  - o Review growth of collection, particularly in newer areas of inquiry (linguistics, health studies, environmental studies, visual studies, peace and justice studies and computational studies).
  - o Review growth of rare books, manuscripts, and archives collections based on new areas of collection growth and records survey.

- Ensure appropriate preservation and conservation of collections:
  - o Develop a digital preservation strategy for the short-term (next 3-5 years) while we await an anticipated Tri-Co solution.
  - o Determine criteria for materials that warrant conservation.
  - o Ensure proper housing in the new library for special classes of materials (e.g., folios, photography, art).

- Evaluate and develop staff to ensure excellence in collection development and management:
  - o Strengthen our commitment to data curation by taking an inventory of existing staff skill sets in this area, and by assessing digital objects that faculty and others are creating that warrant curation. Compile a list of continuing education opportunities in this field and pursue development where needed.
  - o Acquisition & Metadata workflow: Cross-training Acquisitions & Serials staff for greater efficiency/redundancy.
  - o Evaluate the ordering process for efficiency and ease of use by Bibliographers.

- Participate in consortial projects in advancing collection development, collection management, and scholarly communication:
    - Develop a fail-safe means of coding our EAST books bibliographically and physically.
    - Participate in HATHI Trust collaboration for preservation of and access to digital assets for public domain material.
    - Participate in key systems evaluation and planning for the Tri-Co.
        - Integrated Library System evaluation and recommendation
        - Data storage and modeling
        - Digital Asset Management and Preservation planning
        - Investigate Hydra/Fedora collaboration with Tri-Co, Temple, Drexel, Villanova and Penn.
        - Participate in the LEVER Initiative and the LEVER Press.

Instruction

Subject librarians regularly lead research instruction sessions that teach students how to effectively find appropriate scholarly resources, and also how to think critically about the source material. Understanding that research is an iterative process, librarians improve students' academic skills by designing lessons in which they critically interrogate research strategies and platforms. Classes also incorporate the libraries' collections to deepen their knowledge of a research topic and its history, often investigating primary source material in instructional sessions. The number of instruction sessions offered by librarians has increased by 300% over the last four years; this substantial increase, couple with the qualitative improvements realized from the previous strategic plan, encourage us to grow in the following areas:

- Further Development of our Rubrics:
    - Further develop departmental rubrics by connecting them to class content, methods in digital scholarship, use of original primary sources, visual studies, and other pertinent approaches which contribute to critical thinking and the research process.
    - Consult with faculty about rubrics to incorporate more curriculum-relevant skills.
    - Integrate rubrics into librarians' department-wide teaching plans for the academic year.
        - Incorporate rubrics at the individual class level through lesson plans and course guides
        - Develop a brief profile of departmental instruction to share with faculty
    - Assess the rubrics' connections to the curriculum through feedback from faculty and students.
    - Include more explicit digital scholarship activities into the individual four year departmental rubrics that reflect multi-modal scholarship specific to each discipline

- Improve our Teaching:
    - Improve the librarians' use of active learning techniques in both formal

and informal situations through instruction from education faculty and our student coach.

- Participate in summer workshops, develop new teaching plans, consult with student coach during the fall semester and incorporate feedback.

o Build a library-wide community of practice including instruction librarians and librarians whose primary responsibilities lie beyond instruction. Drawing on these varied teaching experiences provides a richness that, in turn, nurtures the community learning process.

o Assess teaching skills and use of active learning methods.

o Evaluate student experiences and the efficacy of our instruction

o Collect full and accurate statistics on all forms of library instruction (in class, workshops, and small groups).

o Revise existing assessment tool to improve questions and delivery method.

o Analyze and incorporate assessment feedback into our planning for instruction.

- Integrate instruction holistically and communicate opportunities more broadly:
  o Work toward a broader integration of instruction in the different operations of the library.
  o Communicate ideas concerning instruction to groups within the library, faculty, and administration through our assessment webpage and other advertising.

Research and Scholarship

Librarians play a vital role in the research and production of scholarship both on campus and in the world generally. At Haverford College, the librarians provide intensive, one-on-one support to students throughout their college career, culminating in their senior capstone projects. They, along with faculty partners, teach students to engage critically with their research sources and guide them in the iterative process of their scholarship.

With faculty, librarians support faculty research projects through information access and partnerships on new technologies and information tools, including the emerging forms of digital and multi-modal scholarship.

Technology has provided us with intensive opportunity to gather, parse, and evaluate data and information. Librarians are uniquely qualified to help researchers navigate the digital information glut, analyze, critique information, data and texts, and move through the scholarly process of inquiry to generate new knowledge and cultural understanding.

Digital Scholarship is an area of growing expertise for our librarians, and we will continue to advance the research interests of our community and to leverage technology in the generation of new knowledge.

- Create more opportunities and support for faculty in their research, teaching and

the creation of new scholarship:
- o Take advantage of richer statistics to reach out to faculty members or departments who have had fewer research consultations
- o Build a menu of services and partnership opportunities for faculty to engage with Digital Scholarship
- o Provide oversight to research assistants by collaborating with faculty and funders in delivering research goals
  - ▪ Create a 'boot camp' for summer students employed in internships

- Increase librarians' capacity in delivery of research support in the area of digital scholarship:
  - o Engage in peer-to-peer training to enhance skill sets of subject librarians
  - o Train subject librarians in common tools for web publishing and collection building
  - o Create tools that enable subject librarians to deploy locally hosted web projects

- Create and improve opportunities and support for student research and scholarship:
  - o Improve research consultation services for students through incorporating rubrics developed in the four year plan
  - o Identify needs of student cohorts and provide training in specific areas of research
  - o Develop a liaison model for selected affinity groups
  - o Develop stronger and more explicit resources and services for students in their second and third years

- Cultivate and mentor student workforce:
  - o Create opportunities for student workers to learn and practice new areas of knowledge and skills
  - o Train student research assistants to support introductory level research using digital scholarship methods
  - o Create opportunities for student workers to take on leadership and mentoring roles within Digital Scholarship

- Develop systemic approaches to research support and digital scholarship and build infrastructure to improve consistency:
  - o Collect full and accurate information about research and digital scholarship support
    - ▪ Collect narratives and other forms of qualitative feedback from students and faculty
    - ▪ Analyze and incorporate statistics and feedback into our planning
  - o Incorporate best practices into our research support
    - ▪ Take advantage of best practices from the broader digital scholarship, digital collections, and web development communities for improvement
    - ▪ Ensure that documentation, planning, and preservation of projects is consistent and scalable.

- Survey recent literature on research services and use of space in order to improve current practices as well as to plan for upcoming renovations.
  - o Improve access to tools and resources for research
    - Create a team tasked with identifying barriers to access for research in library systems and help remove them where possible
    - Make strategic decisions about what collections should be digitized, how that digitization can increase their usefulness, and ways to enhance their discoverability.
    - Ensure that consistent metadata is created for digitized materials so they can be used across systems.
    - Provide tools for researchers to transcribe, encode or otherwise deepen our understanding of research material, in particular our Quaker & Special Collections.

- Create an effective and useful assessment plan for research consultations

Programming and Outreach

Programs and exhibitions situate the Libraries at the center of the academic enterprise. Creating a community of scholarly practice is an important priority of Libraries. So too is sharing the products of that inquiry. Events, lectures, and other programs engage the community in the outcome of research both at the library and beyond. To that end we will:

- Host programs and events that facilitate collaboration, conversation, and community.

- Increase the quality and frequency of exhibitions we sponsor, organize, and host:
  - o Revise exhibition guidelines for all gallery spaces
  - o Develop how-to resources for exhibitions (catalog templates, gallery space layout tools, etc.)

- Increase awareness of and access to Quaker & Special Collections through programming:
  - o Engage a variety of audiences and stakeholders (e.g., alumni, Quaker groups, Board of Managers, donors, other Philadelphia-area archives)

- Consider and identify workshops and other types of activities we could organize or host and develop metrics to evaluate the success of our programs and events.

- Foster awareness of library programs, services, and resources through our communications:
  - o Enhance the library website to better reflect current programs and services.
    - Showcase student projects and other programming and events in a more visual way.

- Be more thoughtful and strategic in our use of social media:
  - Develop a marketing plan.
  - Develop an assessment plan of that use.

- Print publication improvements:
  - Increase and improve our representation in the next Admissions Office Viewbook and in the campus tours sponsored by the Admission Office.
  - Investigate ways to communicate to prospective students, parents and other stakeholders.
  - Evaluate and continue to develop our annual report.
  - Create opportunities for students to design exhibition catalogs and disseminate them more widely.

- Promote events, programs, and exhibitions more widely and effectively:
  - Identify target exhibitors and find ways to communicate our spaces and services to them.
  - Investigate other avenues for promotion not currently used.

Partnerships and Collaboration

Creating strong partnerships and collaborations is vital to the work we do across the libraries. We collaborate to enrich community relationships, take advantage of efficiencies of scale, to make larger tasks more manageable, to bring a variety of perspectives to problems and questions, to fully participate in our communities, and to grow as professionals. However, collaboration and partnership is not an end in itself, but a valuable means of achieving other goals. For that reason, we suggest a variety of collaboration opportunities and goals that may be usefully incorporated into the work of the larger plan. While there will be partnership opportunities described in other strategic planning groups as well, we identified the following areas for collaboration that might not obviously fold into other parts of the plan.

- Foster greater collaboration within the Libraries and with individuals and offices both on and off campus:
  - Strengthen the student worker program through improved cross-training students and community building.
  - Strengthen relationships with campus partners, especially centers, administrative offices, and student groups.

- Participate in consortial projects through the Tri-Co, emerging partnerships with R-1 institutions, the Oberlin Group, PACSCL and others as noted in the above plan.