

**MIKKELSEN LIBRARY  
2007 STRATEGIC PLAN**

12/06

*Inspired by Lutheran scholarly tradition and the liberal arts, Augustana provides an education of enduring worth that challenges the intellect, fosters integrity and integrates faith and learning in a diverse world.*

**Augustana will be one of the premier church-related colleges in America.**

*Mikkelsen Library serves as the information center for the Augustana College community through its development of a local collection, its access to other sources of information, its support of the instructional process, and its encouragement of independent learning and research.*

The Augustana library plays a critical role in supporting and encouraging the learning process and promoting information literacy. Students and faculty are faced with an information environment that continues to increase in quantity and complexity. A light-filled setting with comfortable seating, ready access to computers, and a helpful staff will inspire students and faculty to come and spend time engaged in studying and research in the academic heart of the campus, the Mikkelsen Library.

We believe that in an information rich, democratic society the leaders of the future must be able to use information effectively and ethically. The library's program of information literacy focuses on librarians collaborating with faculty to ensure that students know how to locate, evaluate, synthesize and utilize information, regardless of format.

The document which follows, divided into three major categories: Services, Facilities, and Resources, identifies the dreams and challenges as we provide library services to an institution striving to be a premier church-related college in America. In addition this plan considers ways the library can actively support Augustana's efforts to collaborate with businesses, social service agencies, and other collegiate institutions such as the North American Baptist Seminary. Included are issues which require immediate attention, as well as those services or projects which we hope will become reality within the next 5-10 years.

## **SERVICES**

### **Promote Library to Faculty**

- Develop new and maintain current faculty partnerships for the purpose of teaching information literacy
- Support online courses including offering instruction and e-reserves
- Support faculty research endeavors
- Provide opportunities for faculty to become media literate

For a number of years the library's information literacy program benefited from the college's Bush Foundation Faculty Development Grant, a deliberate program of continuing faculty development targeting specific areas directly impacting student learning. In the final grant report evaluator, Dr. Susan Hatfield, Winona State University, described the information literacy portion of the grant as follows,

These projects were among the most successful projects in the grant. Augustana library faculty have embraced this opportunity with great enthusiasm and success. Librarians have worked one-on-one with faculty willing to enhance their classes through the use of technology. The results were multilayered. Library faculty found themselves integrated into the life of the university more fully, while students became (as evidenced by pre / post testing) much more technologically literate, especially as effective researchers and consumers of information. Faculty participating in the project are to be commended for their willingness to take risks by sharing their classrooms and trying new approaches. Given the motivation of the library staff and the widespread interest among faculty, there is little doubt that these projects will [continue] beyond the life of the grant.

We have seen increasing use by faculty of the library's electronic reserves service (e-reserves) in conjunction with electronic course management software (WebCT, Moodle). It is important to evaluate how these services might be better integrated to enhance student learning experiences and promote ease of use.

We recognize that faculty require access to resources beyond our local and virtual collections. We want to encourage faculty to take advantage of services (Table of Contents alerts, RSS feeds) which provide opportunities for periodic updates for journals as well as literature searches. The library will continue to explore and acquire resources to assist faculty in the acquisition, management, and use of information resources and investigate methods to integrate these services.

## **Promote Library to Students**

- Use results of Spring 2006 student survey to inform Library Renovation Task Force
- Participate in revision of New Student Seminar
- Explore virtual reference
- Consider instruction via WebCT / podcast

The Library Committee endorsed a survey of current students during the Spring 2006 semester to assist the library in strategic planning, the ongoing evaluation of resources and services, as well as to inform decisions relative to the current renovation of the library. The participation level was significant, representing nearly half of the current student body. In addition, the sheer number of students who took time to respond to the open-ended questions at the end of the survey was remarkable. We have completed a preliminary summary of the survey results, but are continuing an in-depth analysis, looking at responses based on class standing and major.

The New Student Seminar (NSS) program provides an opportunity for each incoming first year student to have contact with a library staff member. These sessions are the library's first step in building a relationship with Augustana students. The library's role in NSS has evolved as the leadership and curriculum of the program have changed. Librarians will work with the Director of Student Academic Support Services to ensure the library's active participation in this important program.

With the newly created online course options, we want to be proactive in identifying student information needs and research expectations so that we can provide excellent support from the outset. This is particularly an issue for students who are taking advantage of online course offerings for the first time.

According to a 2004 Teens and Technology report from the Pew Internet & American Life Project, approximately 32% of all teens use instant messaging daily and that 2/3 of teens have used instant messaging. These students are entering college with a different set of technology skills and expectations. The library will explore the feasibility of offering virtual or "chat" reference to a primarily residential campus.

We understand that students are often in need of alternative locations for reading and studying. The library plays an important role in the socialization of students by providing a place for students to communicate and collaborate in an academic setting. As part of the ongoing renovation we expect to create additional seating areas to accommodate these various activities. Acknowledging that one of the most popular things we do is provide end of the semester treats for our users, we plan to investigate the feasibility of hosting treats in the library as a regular Sunday evening feature.

Finally, we want to continue to enhance the exterior appearance of the library and be sensitive to ways in which we can welcome users to the library especially at night. We hope to experiment with lights in and around the building whether in the landscaping or on sculpture to provide a cheerful approach to the building.

## **Improve Accessibility of Resources**

- Redesign library homepage
- Implement SDLN's SFX/MetaLib features, ALEPH upgrades, and authority control
- Complete retro for Government Documents microfiche collection
- Address problems identified during CWS inventory
- Evaluate need for increasing number of hours library is open
- Catalog selective resources in college archives
- Digitization of EDDA (college yearbooks) and MIRROR (college newspaper)

As the Augustana web site evolves and student expectations increase, it is imperative that the library's web site keep pace in this ever changing environment. The development and addition of tutorials and FAQs will enhance the user experience and complement the library's information literacy initiatives. We plan to work closely with the college in the addition of a Portal so that students and faculty can move seamlessly between resources.

The South Dakota Library Network (SDLN) is offering two new search enhancement products that we want to implement locally. First, SFX is a link resolver which will enable patrons to link to our full-text content regardless of which database they are using. For example, from Academic Search Premier, students will be able to link not only to the full-text provided by Ebsco, but also JSTOR, Project Muse, and other full-text sources. Second, MetaLib is a federated search interface allowing users to search multiple databases from one search screen.

As SDLN enhances its installation of the Aleph ILS software, new versions and upgrades will be implemented. Currently SDLN is planning to upgrade from version 16 to 18 in early 2007. These upgrades will require planning, downtime, and training. In addition, there may be enhanced features to interlibrary loan, course reserves, and the OPAC that will need to be learned and configured. A media booking module and inventory features are two areas that will require experimentation to see how they might best be used.

While improving access to resources in terms of search capabilities and bibliographic records is critical, our recent survey of students indicated a desire for the library to expand its hours of operation. In addition, we believe that one of the results of a collaboration with NABS would be a demand for the library to be open hours that might work better for their non-traditional student body, particularly longer hours on Saturdays.

Using digital images, we can create online displays of historical pictures, manuscripts, and artifacts that will be of interest to the college community and the general public. These displays can portray the story and resources of Augustana College to a general audience including prospective students and alumni. Purchasing additional available hardware and software would enable our staff to increase access to archival materials unique to Augustana College. In addition, digitization would preserve these fragile printed materials because their use will not require physical handling. A clear benefit of making materials such as the EDDA (yearbook) and the MIRROR (student newspaper) available via the web is maintaining a connection with alumni.

## **Upgrade Technology**

- Ensure that library desktop and laptop computers are both powerful and plentiful to meet user demands
- Replace video editing equipment
- Purchase standalone server for EZ Proxy
- Purchase standalone server for digitization project
- Digital satellite receiver

Students use the library's desktop computers for a variety of purposes including e-mail, web surfing, WebCT, word processing, scanning, and web page creation in addition to accessing library resources. While students also use the library laptops for these purposes there are times when the laptops are all being used for instruction or patrons prefer the desktop computers as a matter of convenience, location, or interaction with staff. Because the library is open to the general public it is important to maintain these workstations in order to provide service to patrons who are often alumni, donors, and friends.

Additionally the library should increase its total number of laptops available by six to maximize the capacity of the recharging carts and meet the needs of our users. A plan to replace half of the laptops on alternating years has been negotiated with IT staff. Finally, the library needs to plan for upgrading its public printing capabilities and its wireless infrastructure.

The library has seen student and faculty use of video editing technology increase dramatically in the past five years. Faculty are encouraging and students are engaging in multimedia projects as course completion options. We need to plan for systematic upgrades of our existing video editing hardware to keep pace with growing student and faculty needs and expectations.

As the library has become increasingly reliant on the campus network for provision of services, the need for dedicated library servers has become evident. We would like to move EZ Proxy from a shared server to a dedicated server so that librarians can access and maintain our proxy mechanism in a more timely fashion. In addition, as the library explores creating digital libraries of Augustana-specific information, we need to purchase both a dedicated content server and a data acquisition server (in addition to workstations) to support these activities. These servers could be housed in the library or in the ITS server room, depending on the level of access needed.

The college owns an analog satellite downlink system. As more programs discontinue broadcasting in analog format, we will need to replace it with a digital receiver and dish.

## **Evaluate & Expand Collections**

- Engage in an aggressive evaluation of the collections
- Revise collection development policy
- Increase purchase of books & explore cooperative collection development via MINITEX
- Devise system to replace classics
- Explore inventory options via ALEPH
- Monitor downloadable audio books and video

We have put together a full-scale plan to evaluate our collections with special attention given to bound and microform journals where digitized content is available with assurance into the future (JSTOR titles), reference materials that are out of date, books that are duplicates or obsolete, and media that is out of date. We have made a conscious decision to give preference to electronic format where feasible and practical. We currently provide access to over 23,000 journal titles electronically. The challenges going forward include: resources to continue paying for licenses and a stable Internet environment. In view of the emerging technologies, ongoing changes in format, and changes in the college curriculum, it is time to restate our library's collection development priorities.

Increasing pressure on the library's budget has resulted in a marked decrease in the number of books purchased. Even as we embrace a wide variety of resources available electronically, we must continue to add print resources to ensure a balanced collection. Our association with MINITEX may provide opportunities for a new level of cooperative collection development that would be particularly useful as it relates to print materials. In addition we plan a visual inventory of our "classics." Too many of these are badly worn, yellowed, mended, and dirty. In a deliberate effort to encourage the reading of these important books we plan to prioritize those which we would like to replace with new attractive editions.

Information continues to be made available in new and creative ways, providing the library with opportunities to investigate and selectively adopt new formats. Currently, downloadable audio books are being produced at an accelerated rate and vendors are introducing formats such as downloadable video or streaming video. New DVD formats such as Blue Ray will also impact how consumers choose to use and create video.

## **Collaborate with other Libraries**

- Continue active participation in and support of South Dakota Library Network
- Partnership with Sioux Falls School District
- Advocate for statewide borrower's card

Librarians are often called upon to serve leadership roles in the user groups associated with the South Dakota Library Network (SDLN). These are important collaborations to ensure that we benefit from the experiences of others using the statewide shared library network and provide input for the network's future.

The library is interested in working with school library media specialists in the Sioux Falls School District on the high school to college transition and also on integrating information literacy into the pre-service teacher education curriculum. We hope to formalize the pilot program of information literacy that the Reference Librarian has established with all AP English classes in Sioux Falls.

As the Sioux Falls School District works to implement the voluntary standards for school libraries approved by the South Dakota Board of Education, the Augustana librarians will work with the district's Coordinator of Technology and Library Services to support the strengthening of the school library media programs in Sioux Falls. The librarians will also work closely with the Education Department to support the development of teachers who understand the importance of information literacy in the K-12 classroom and are prepared to collaborate with school library media specialists.

We have long advocated for a statewide borrower's card in South Dakota in return for an annual funding subsidy from the state to the South Dakota Library Network. This will require a general consensus among major libraries as well as the backing of the State Library.

## **FACILITIES**

### **Renovate Facilities to accommodate users and collections**

- Work with the newly appointed Library Renovation Task Force to plan for and implement renovation throughout library
- Provide additional seating and study areas
- Rearrange collections and incorporate use of compact shelving where appropriate
- Increase access to media collections and services
- Furnish renovated spaces with comfort in mind
- Identify impact to building of adding North American Baptist Seminary library collections

The newly appointed Library Renovation Task Force is an important step in jump starting the library's renovation effort.

*“Above all, a library creates a community, a sense of being part of a happy band of fellow-seekers after knowledge.”* John Stonehouse, entomologist and research associate, London's Imperial College, champions the library as a place—a place to research independently, a place to find assistance in navigating the information maze, a place to study together, or a place to read and reflect quietly. The renovation goal is to enhance library services by improving the physical place of the library—increasing the visibility of staff, enlarging the media center, improving classroom space for library instruction, revamping reference, increasing shelving and space for collections, creating areas for faculty research, and rewiring for expanded electrical and telecommunication access.

Our renovation plans will address a number of issues identified in the recent *Survey to Assess Augustana Student Use of the Library* including more space for individual and group study, more comfortable furniture, improved access to media collections and services. In addition we are working to build future flexibility into the overall library facility and ensuring compliance with Americans with Disabilities Act (ADA) standards.

## RESOURCES

### Increase Budget to support services

- Increase library operating budget by a minimum of 10% annually to support current programs

Augustana recently articulated the following vision statement for the institution: *“Augustana will be one of the premier church-related colleges in America.”* One of the institutional indicators, as the college works towards this goal, is that of a strong and appropriately funded library. Inflation for library materials has long been higher than that of other goods and services. The library’s flat or minimal budget increases (2-3%) have resulted in a budget dependent on gifts from Library Associates memberships and a steadily declining book budget. Although the library provides media support for classroom instruction, there has never been funding for equipment as part of the library budget. Library Associates funds have been used to make equipment purchases. With those funds being needed increasingly to pay for ongoing subscription costs of electronic indexes and journals, replacing outdated and broken equipment is challenging.

Augustana attracts students with strong academic potential as evidenced by their SAT/ACT scores and average GPA. In recognition of this fact, there are increased numbers of honors sections of courses being offered by the college with plans to formalize a more comprehensive honors program. New programs, majors, and the recently approved Civitas Honors Program will require additional library funding to ensure adequate materials are available to support the curriculum. Librarians need to be active participants in the conversations about enhanced programs so that we can provide appropriate support as decisions are made and programs implemented. Augustana faculty regularly research, publish, and present within their disciplines. Both faculty and students depend on the services and resources of a strong library to support their academic endeavors.

It is essential that the library budget be increased by a minimum of 10% annually to provide sufficient funding support to maintain collections of books, media, journals, and electronic subscriptions.

## **Develop Staff to assist users**

- Address salary and wage issues
- Revise job descriptions and consider reassignments for support staff
- Staff training
- Participate in local and regional support groups; identify continuing education opportunities

Compensation has not kept up with job expectations and there is evidence of salary compression, issues that must be addressed to keep and recruit the qualified staff necessary to provide excellent library services. Initially this will require gathering documentation to compare salaries for Augustana librarians with those of area schools and libraries. A similar set of data will need to be acquired to support a base raise for library assistants at Augustana.

It has been a number of years since the library engaged in a comprehensive evaluation of job descriptions and assignments. In that time the librarians have become increasingly involved in partnerships with faculty that result in the librarians being out of the library and in classrooms to assist in information literacy instruction. We want to review the descriptions and assignments of our library support staff to ensure that new and growing services in the library are adequately addressed.

Staff training is an ongoing part of the library's program. Two specific areas that we want to highlight in the near future are training in the use of WIKI and instant messaging as tools for in-house staff communication.

EDUCAUSE is an organization of information technologists and librarians of which Augustana is a member. EDUCAUSE holds a national annual meeting and various regional meetings to showcase cutting edge technologies being implemented in higher education. A team of librarians would benefit from attending an EDUCAUSE conference to participate directly in these learning opportunities and seeing new ways to incorporate technology in the learning process.

## Development

- Promote advantages of Augustana Library Associates
- Identify community partner activities for Augustana Library Associates
- Explore providing expanded library resources and services to Library Associates & alumni

The Augustana Library Associates needs to continue developing its members as advocates for and financial supporters of the Augustana library. Beyond their annual giving we need to determine how Library Associates members might be invited to make additional gifts to the library renovation and/or the library's endowment. The latter might be through specific requests for the library to be included in a planned gift to the college.

One of the ways we want to strengthen Library Associates is through expanded partnerships. Beginning with The Big Read, and continuing with the South Dakota Festival of the Book, we want to ensure that Sioux Falls residents are aware of the Augustana Library Associates, its book club services, the fall program of authors, as well as *A Winter's Tale*. We believe that the Associates has the potential to grow by identifying book club participants who recognize and support the critical role that the Augustana library plays in the Sioux Falls community.

We have discovered that students who are enthusiastic library users may feel as though they have been cut adrift from a rich array of information resources after they graduate from Augustana. While we offer some reference assistance via email, we want to explore broadening that service. In addition, we want to see what it might cost to modify our licensing agreements so that we can provide access to a limited range of electronic resources to Augustana alums.