

# Strategic Goals and Objectives of the Pfau Library

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## Marketing

**GOAL 1: Develop and implement a strategic marketing and outreach plan to promote library resources and services and to increase library visibility on campus and in the community.**

- A. Establish a Marketing Committee and hold meetings to explore and define our needs and to establish a time-line.
- B. Draft a strategic marketing and outreach plan; establish and create a budget for marketing efforts such as printing, advertising, or promotional items; develop a consistent graphic style for library publications and a recognizable library logo.
- C. Further integrate the library into the campus life both on and off campus via resource fairs, freshman orientations, KIOC, etc., Alumni events, University Breakfast forum, Faculty and Staff Campaign.
- D. Identify publications suitable for advertising; plan and hold public events such as lectures or exhibits; other strategies as appropriate.
- E. Maximize the Web site as a creative marketing tool.
- F. Continue to strengthen relationships with campus constituencies.

## Space

**GOAL 2: Reconfigure and refurbish the existing building, and recommend a new wing.**

- A. Reconfigure space utilization on the first floor per Space Planning Advisory Council (SPAC) recommendations.
- B. Establish an Aesthetics Committee to assist with attractive art, graphics, renovated signage, etc.
- C. Replace old, worn-out furniture.
- D. Re-examine the SPAC plan and make further recommendations for building improvements.
- E. Establish SPAC 3 to recommend a major renovation and a new wing.

## Partnerships

**GOAL 3: Explore partnerships with campus units that would result in the creation of a higher education learning environment that sustains scholarship, encourages collaboration, and empowers student learning.**

- A. Discuss the Learning Commons idea with stakeholders.
- B. Develop the Learning Commons idea in conjunction with SPAC III.

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- C. Incorporate ideas into planning document.
- D. Submit plan to establish Learning Commons as part of a Major Capital Request to the C.O.

### Information Literacy Instruction

**GOAL 4: Design and implement a curriculum plan to impart Information Competency (literacy) to all students by the time they graduate.**

- A. Appoint an Information Literacy Coordinator.
- B. Set up a Curriculum Development Committee (ad hoc) to assist in drafting an information literacy curriculum for the campus.
- C. Present the plan to stakeholders on campus.
- D. Obtain approval for the plan.
- E. Begin implementing the plan.

### Users

**GOAL 5: Design services and resource concepts to keep users coming back to the library.**

- A. Set up an Internet café and/or vending outlet.
- B. Design study services and lounge areas to attract more students and faculty.
- C. Set up quiet zones.
- D. Explore the idea of a copy center.
- E. Develop library programs, such as a speaker's series.

### Policies

**GOAL 6: Review, revise, and codify policies and procedures.**

- A. Each function or service unit of the library reviews, revises, or drafts, policies and procedures for its unit.
- B. Revised and newly-drafted policies or procedures are submitted to the appropriate Coordinator for review.
- C. Drafts of policies or procedures are emailed to members of the library team for possible input.
- D. The Librarians' Council holds discussions on any proposed, revised, or newly -drafted policies or procedures and provides recommendations.
- E. Final drafts of policies or procedures are submitted to the Dean for approval.
- F. Post current and approved policies on the library's Web site and the library wiki.

### Media

**GOAL 7: Work in collaboration with IRT and ODL in the creation of an integrated creative media center.**

- A. Research media technology and materials needs of the campus.
- B. Acquire and/or develop collections and services to meet identified needs.
- C. Provide staff to facilitate individual and group research; provide assistance with production of power point presentations and the use of other applications.
- D. Feature multi-media tools and services that would facilitate the creation of presentations and scholarly media communication.

**Special Collections**

**GOAL 8: Establish a Special Collections Department that provides access to archives, unique and rare materials, thematic collections, and primary research sources.**

- A. Assign personnel to organize the collections.
- B. Assign personnel to provide specialized reference services for both on and off-campus researchers.
- C. Create excellent finding aids so that information can be found efficiently; contribute to worldwide finding aids such as the Digital Archive of California to increase intellectual access to collections.
- D. Plan and create well-functioning facilities to preserve collections.
- E. Plan and create methods to monitor the environment in which collections are housed to identify potential problems.
- F. Digitize rare and fragile materials to provide access while preserving the originals.
- G. Weed collections, remove unwanted materials to other library collections or designate them for sale.
- H. Create online exhibits to increase interest in the collections. Create library exhibits that function as “a class in case” providing information and context to teach about the aspects of the collections.
- I. Create traveling exhibits to support learning in the community.
- J. Pursue grants and other funding to support Pfau Library Special Collections.
- K. Provide a learning environment and meaningful work for student interns who are interested in pursuing degrees in Archives Management.

**Repository**

**GOAL 9: Create an institutional repository (IR) to handle digitized materials. The proliferation of materials in digital format by faculty and students has resulted in the demand for academic libraries to be able to catalog, store, and retrieve digital content, such as audio, video, and digital images.**

- A. Determine functional requirements for the proposed IR.
- B. Conduct a needs assessment for the campus.

- C. Determine additional information technology infrastructure needed to establish IR.
- D. Write specifications for hardware and software needed.
- E. Purchase hardware and software.
- F. Install new hardware and software.
- G. Test IR infrastructure.
- H. Draft policies and procedures for the user of the new IR.
- I. Implement IR.
- J. Publicize IR to users.

### Technology

**GOAL 10: Modernize the information technology infrastructure of the library and provide state-of-the-art technological resources to improve access to electronic materials and media.** (The following objectives are based upon feedback from student and faculty focus groups conducted in winter 2008 as well as on library employee input.)

- A. Conduct campus-wide library technology needs assessment.
- B. Hire a Systems Librarian to oversee and actively participate in Automation Department activities and initiatives.
- C. Expand technology lab capacity in the library by at least 200-300 additional workstations (some of these could be laptops).
- D. Update and expand the wireless network to reach all areas of the library, especially study and instruction areas.
- E. Provide additional electrical outlets in all study areas of the library.
- F. Design and build at least 3 smart group study rooms.
- G. Continue to participate in CSU-wide information technology initiatives, such as Digital Marketplace and the CSU Virtual Library.
- H. Explore the use of software products such as Customer Relationship Management (CRM) tools to improve communication and interaction with our users.

### Collection Development

**GOAL 11: Provide superior access to materials needed by our students, faculty, and staff.**

- A. Refine and develop the collection in a systematic manner.
  - a. Develop new collection plans and procedures.
  - b. Inventory and review all print materials (periodicals and monographs) for possible storage or withdrawal.
  - c. Expedite conversion of print resources to electronic formats, specifically journals and reference materials.
  - d. Bolster electronic book collection to support remote users and Distributed Learning.
  - e. Identify areas in the collection in need of greater funding.
- B. Access

- a. Create access to multi-media materials using the Millennium catalog to link Internet resources.
- b. Backup or store a selection of electronic documents in the Millennium system to prevent loss of access.

#### Access

**GOAL 12: Improve access to the library's resources and services using Web 2.0 tools and other state-of-the-art technologies.**

- A. Enable tagging in the library catalog. Provide book covers in the library catalog. Provide reviews in the library catalog.
- B. Provide RSS feeds from the catalog for due dates, new books list, and other information.
- C. Provide SMS text message functionality for ILL availability, hold availability, and from records in the catalog.
- D. Acquire an OPAC designed for alternative (wireless) devices such as mobile phones and PDAs, such as the AirPAC product.
- E. Acquire an effective federated search and discovery product.
- F. Provide faceted browsing of library resources.
- G. Implement Mango-based services to replace the current CSU union catalog.
- H. Provide options for self-checkout of materials by patrons.
- I. Implement RFID (radio frequency identification) to facilitate self-checkout and improve inventory control and loss prevention.
- J. Utilize a content management system for electronic resources such as the library's Web pages.
- K. Integrate more scholarly internet resources into the library catalog.
- L. Continue to improve processes in order to decrease turn-around time from receipt of materials to availability on the shelf.
- M. Outsource or participate in cooperative cataloging projects for materials in which we have no expertise in cataloging, e.g. Asian language materials.
- N. Utilize catalog ready book services.

#### Fundraising

**GOAL 13: Secure additional or supplemental funds for the Pfau Library for continuous improvement of services, materials and programs.**

- A. Create development activities to support the Pfau Library.
- B. Hire a DOD and/or grant writer.
- C. Develop a list of naming opportunities (Special Collections Department, etc.).
- D. Raise the Materials Endowment Fund to a total of at least 3M over the next five years.
  - a. Draft a development plan.

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- b. Set up a Library Development Board to provide advice and assistance with development activities.
- c. Continue working closely with the University Development Office on the library's development goals.
- E. Establish stand-alone giving programs.
  - a. Create used book sales nook in the new Library Lounge.
  - b. Implement "Honor with Books and sponsor-a-journal" program.
  - c. Create Web page and print promotions to solicit donations to the library.
  - d. Create and promote a detailed understanding of the Faculty/Staff Campaign.
  - e. Update and revise the Library Associates organization.
  - f. Explore online book selling options, such as E-bay.
  - g. Explore building a partnership with ASI and the bookstore for a textbook rental program.
  - h. Implement on-going fundraising activities, such as "Gifts for the Holidays" in support of special areas of the library, such as new collections.
- F. Implement new fund-raising approaches.
  - a. Explore grant opportunities for project support.
  - b. Create partnerships with community organizations.
  - c. Host promotional events to showcase library resources and cultivate supporters.
  - d. Seek campus partnerships for collaborative fund-raising (i.e. Faculty/Staff Campaign and ASI fee referendum).

## Services

### **GOAL 14: Develop methods to improve customer services.**

- A. Participate in LibQual and QI surveys and establish a baseline for customer services.
- B. Establish benchmarks in conjunction with librarians and staff.
- C. Conduct gap analyses using newly-established baseline and benchmarks.
- D. Provide customer service training opportunities for librarians and staff.
- E. Conduct assessment of services on a yearly basis and compare results against established baseline and benchmarks (scorecard method).
- F. Establish "listening posts," i.e., point-of-service feedback forms, etc.
- G. Conduct a market needs assessment and explore possibility of creating new services.

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