

Moving Toward the Future

Strategies for the Harold B. Lee Library

2002-2007

Message from the University Librarian

The Harold B. Lee Library is a vital part of the teaching and learning environment of Brigham Young University. As such, the library seeks to continually assess and improve the quality of its collections and services. All library employees assist in this objective by being engaged professionals and active contributors to the intellectual and spiritual life of the university.

Today, the university uses new technologies to enhance both the quality of instruction on campus and the reach of its educational programs off campus. The library supports these efforts by integrating its services with teaching and learning programs, including those designed for distributed learners. Seeking partnerships with teaching faculty, colleges and other libraries will be one key to our success in these endeavors. Another will be measuring our progress in terms of how well we serve students. Our primary focus has been and must continue to be on supporting the education of students.

A final key to success will be setting and adhering to priorities. Although there are many positive things that we could do, the library only has the resources to accomplish those most critical to our mission. The strategic plan that follows is intended to guide individuals and departments in setting priorities and making decisions that are consistent with the mission and critical goals of the library. Because this strategic plan is adjusted annually, it should be consulted each year as goals are set and progress evaluated.

Randy J. Olsen

“Of all the wonderful buildings that we have on this campus, none, I believe, is as important as the library. A library is the very heart and substance of a university. Without access of vast quantities of information, neither faculty nor student can do an accurate job. It is the foundation of research. It is the source of information, both old and new. It is a place for the ever-present challenge to dig for knowledge beyond that which is given in the classroom.”

President Hinckley, Library Dedication, November 2000

Introduction

The world of information and libraries is changing rapidly. In such an environment it is necessary to plan ahead to ensure that we create a library that will meet the needs of our patrons.

Moving Toward the Future is the strategic planning document for the Harold B. Lee Library. The values, principles, and goals included in this document will help us to work together in creating the library that best serves the needs of Brigham Young University and the Church of Jesus Christ of Latter-day Saints. In order to accomplish this we must:

a) Expand our vision **beyond the boundaries of BYU’s campus** to serve other CES institutions of higher education and the church as a whole,

b) Actively **promote** library resources to the BYU community,

c) Continue to focus on creating, maintaining, and providing access to superb **collections** to meet the information needs of our clients,

d) Maintain and improve services as we strive to meet our **clients’ information needs** and expectations,

e) Cultivate tools to enhance our **clients’ access** to information resources,

f) Provide opportunities for the library’s **employees to grow** and develop and,

g) Foster an environment of **assessment**, which will enable the judicious use of the library’s resources and encourage teamwork and **organizational development**.

Accordingly, *Moving Toward the Future* is organized under seven areas of focus reflecting the above.

Mission

The library selects, acquires, organizes, preserves, and provides access to collections of scholarly and related materials in all media; assists and instructs clients in finding and using information available at the University and elsewhere; and prepares them to be lifelong learners.

Vision

The Lee Library will support learning, teaching, and research by identifying and responding effectively to the information needs of our clients.



Areas of Focus

- I. Promotion and Collaboration**
- II. Collections**
- III. Client Services**
- IV. Information Access**
- V. Employee Growth**
- VI. Assessment**
- VII. Organizational Development**

Each Area of Focus has related Goals followed by indications of how the Goal will be met. The order of Areas of Focus does not imply a level of priority; all are important to the successful achievement of the Library's Mission.

Statement of Principles

It is our responsibility as an academic library to ensure we have the capacity to disseminate and preserve information regardless of format. We strive to make scholarly information freely available to the students, faculty, and staff of Brigham Young University and other CES institutions of higher learning.

We have a responsibility to add to the unique nature of a BYU education. We must aid the BYU community and the church as a whole to "study and learn, and become acquainted with all good books" (D&C 93:36), while fostering a spiritually stimulating environment so that their education will "enhance not only what they know but also what they do and, ultimately, what they are" (BYU 2002-2003 Undergraduate Catalog, 14).

Values

We are committed to building upon the following organizational values

- ✦ **Learning**
We encourage life-long learning among our employees and clients.
- ✦ **Service**
We strive to meet the needs of our internal and external customers.
- ✦ **Accountability**
We realize the library has been provided with many resources. We are accountable to use them wisely.
- ✦ **Quality**
We strive for excellence in information resources, programs, and services.
- ✦ **Collaboration**
We develop partnerships within the library, within the university, and with other universities and libraries, especially CES schools.
- ✦ **Initiative**
We value innovative responses to meet our clients' needs.

Priorities for 2002-2003

- ❖ **Improve CES collaboration (I.1)**
- ❖ **Enhance reference service (III.1.1, VI.3)**
- ❖ **Promote library resources (I.2.1, III.4.1)**
- ❖ **Encourage employee development (V.2.1, V.3.2)**
- ❖ **Foster internal collaboration (VII.2.1)**

I. Promotion and Collaboration

The Library actively promotes collaboration with university colleges, departments, and entities; CES libraries; and other Church libraries.

Goal 1

The Library will determine how to support CES higher education library needs and generate creative solutions for sharing resources and programs.

As evidenced by the following:

I.1.1 Improve collaboration with the administrators of other CES libraries.

I.1.2 Empower employees to work with their counterparts at other CES libraries to help solve and prevent problems.

I.1.3 Actively seek ways in which the Lee Library can serve the students and faculty of the other CES institutions of higher learning.

Goal 2

The Library will facilitate collaboration and communication with university colleges, departments and other entities.

As evidenced by the following:

I.2.1 Actively seek feedback from the Faculty Library Council on how to improve service to students and faculty.

I.2.2 Encourage service on University task forces and committees.

I.2.3 Actively seek to transform the scholarly communication process.

Goal 3

The Library will collaborate with other Church libraries.

As evidenced by the following:

I.3.1 Seek opportunities to work together with other Church libraries.

Goal 4

The Library will promote its resources to the university community.

As evidenced by the following:

I.4.1 More actively promote and market its resources, services and programs.

I.4.2 Reach out to the undergraduate student.

II. Collections

The Library develops and manages collections and information resources in a wide variety of subjects to support the information needs of its clients.

Goal 1

The Library will obtain and effectively manage funding to select and license both traditional and digital knowledge sources that support the

university's curriculum and research programs.

As evidenced by the following:

II.1.1 Continue to work with the university administration to ensure adequate funding for the collections of the Lee Library and the resources shared with other CES institutions of higher learning.

II.1.2 Actively seek endowments for the library.

II.1.3 Use resources wisely.

Goal 2

The Library will establish a preservation program to ensure that collections of enduring value will be available for future use.

As evidenced by the following:

II.2.1 Develop a preservation plan for both digital and traditional formats.

Goal 3

The Library will revise collection development policies to meet the needs of our clients.

As evidenced by the following:

II.3.1 Subject librarians work with teaching faculty to ensure that collections support curriculum and research.

II.3.2 Focus on the needs of undergraduate students.

Goal 4

The Library will expand the digital library and develop tools and services that facilitate access to its contents in support of teaching, learning and research at BYU and other CES institutions.

As evidenced by the following:

II.4.1 When practical include access for CES schools in contracts for digitally licensed materials.

II.4.2 Include the broader interest of other CES institutions and the church in the selection of materials to digitize.

II.4.3 Assist other CES libraries with their automated systems.

II.4.4 Increase usage of the digital library by digitizing materials for target audiences.

III. Client Services

The Library provides quality services to our clients with our primary focus on the students, faculty, and, staff of Brigham Young University.

Goal 1

The Library will be a client-centered organization and will focus on meeting clients' needs in terms of both usability and scholarship.

As evidenced by the following:

III.1.1 Enhance and possibly alter reference service offered by the library.

III.1.2 Expand the reach of the information literacy program.

Goal 2

The Library will determine its role in an ever-increasing distributed learning context and will adopt new models of service as technology is used more commonly for teaching and learning functions of the university.

As evidenced by the following:

III.2.1 Explore ways to improve the library's presence in distance education classes.

III.2.2 Actively pursue ways to integrate library services into the learning management systems of the BYU campuses and LDS Business College.

Goal 3

The Library will place increased emphasis on the subject librarians' function to improve our clients' library experiences.

As evidenced by the following:

III.3.1 Ensure every member of the teaching faculty knows which subject librarian serves them.

III.3.2 Every subject librarian keeps set office hours.

Goal 4

The Library will focus on meeting students' needs.

As evidenced by the following:

III.4.1 Develop and actively participate in student mentoring programs.

IV. Information Access

The Library develops tools and systems to facilitate access to scholarly information.

Goal 1

Maintain a complete, functional, and integrated online public catalog.

As evidenced by the following:

IV.1.1 Provide fully cataloged records regardless of media.

IV.1.2 Evolve the web interface to improve access and decrease ambiguity.

IV.1.3 Explore how best to deliver information services to the clients of the Library, and implement systems changes based on proven client needs.

V. Employee Growth

The growth and development of employees is critical for the Library's growth. Employees must be provided with the opportunities and resources to develop to their full potential.

Goal 1

The Library will empower employees and encourage creativity.

As evidenced by the following:

V.1.1 Give employees the authority, resources, and information to perform their jobs without being micromanaged.

V.1.2 Employees are not punished when creative solutions don't work as planned.

Goal 2

The Library will build on the principles of stewardship and accountability.

As evidenced by the following:

V.2.1 Create opportunities for employees to maximize their contributions to the university.

V.2.2 Hold departments and individuals accountable for their stewardship.

Goal 3

The Library expects and will support continual training and professional involvement for all employees.

As evidenced by the following:

V.3.1 Offer various staff development training courses.

V.3.2 Encourage the mentoring of staff and faculty especially for new leaders.

V.3.3 Encourage the mentoring of student employees.

VI. Assessment

The Library as a steward of University resources must continuously assess the efficiency and usefulness of its operation.

Goal 1

The Library will expand and improve its assessment of collections and services.

As evidenced by the following:

VI.2.1 Subject librarians actively assess library collections.

VI.2.2 Conduct a detailed study of one or more areas of library operations each year.

Goal 2

The Library will improve the timeliness and

efficiency of processing materials in all formats.

As evidenced by the following:

VI.2.1 Encourage the implementation of creative solutions to streamline the processing of materials.

Goal 3

The Library will assess the effectiveness of our current model of reference service and determine if and how the model should be changed.

As evidenced by the following:

VI.3.1 Improve the accuracy of reference statistics gathering.

VI.3.2 Conduct a task force study of service and staffing models and appropriate service points.

VII. Organizational Development

The Library is not a stagnant organization, but one that develops to meet shifting needs of its clients in these times of rapid technological advancement.

Goal 1

The Library will continue an ongoing strategic planning process and structure.

As evidenced by the following:

VII.1.1 The strategic planning committee continues to function with the support of library administration.

VII.1.2 Periodically seek feedback and input from all levels of library employees.

Goal 2

The Library will facilitate collaboration and communication within and across internal organizational structures.

As evidenced by the following:

VII.2.1 Representatives on committees gather information from and report back to the groups they represent.

VII.2.2 Give quality and respectful service to internal clients as well as external.

VII.2.3 Encourage investigation into the integration of function-based teams.