

## Mission, Vision, and Values

### 2017-2020 Strategic Plan

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#### I. Introduction

The Arthur Lakes Library is the intellectual nexus of the Colorado School of Mines and the broader community. The Library is a place where patrons can freely engage in learning, experimentation, and information discovery.

The mission of the Library has transformed from an emphasis on access to collections to the creation of a dynamic space where the people can connect with information and each other in order to create new knowledge.

In order to better align the Library's mission, services, space, and collections with that of the Colorado School of Mines, the Library conducted a 12-week, intensive strategic planning effort in early Spring 2017 that included:

- An updating of the Library's mission statement
- The development of the Library's vision and value statements
- 8 brown-bag lunch discussions to solicit faculty, staff, student, and community input regarding the Library's strategic direction and renovation plans
- A SWOT (strengths, weakness, opportunities, and threats) analysis of the Library, developed collectively by the Library staff
- An in-depth assignment completed individually by every library staff member that yielded:
  - Ideas for strategic goals, strategies, and objectives
  - Concepts of library renovation features and aspects
  - A review of the literature regarding emerging library trends

Strategic planning was conducted in conjuncture with the Mines Geology Museum; consequently, multiple opportunities for partnership and collaboration between the Library and Museum were identified.

The endeavor produced mission, vision, and value statements, and an ambitious but achievable 3-year strategic plan. These will guide the Arthur Lakes Library as it works together with its stakeholders to successfully shape a modern academic library that is fully integrated and engaged with, supported by, and meeting the needs and aspirations of its community.

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## II. Arthur Lakes Library Mission, Vision, and Value Statements

### Our Mission:

We foster a rich and responsive information environment that empowers learning, discovery, critical thinking, and knowledge creation for Mines and a sustainable global society.

### Our Vision:

The Arthur Lakes Library is the collaborative partner and intellectual nexus that bridges disciplines and communities across the Mines campus.

### We Value:

**Diversity and Inclusion:** Creating a safe and inspiring environment for all

**Culture of life-long learning:** Enabling the advancement of knowledge

**Collaboration:** Generating multi-disciplined partnerships

**Access to information** that is equal and open globally

**Intellectual freedom:** Sparking discovery and innovation

**Stewardship:** Acquiring, preserving, and disseminating Mines' unique knowledge base

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### III. Arthur Lakes Library 2017-2020 Strategic Plan

In order to translate our Mission, Vision, and Value Statements into prioritized actions, the Arthur Lakes Library staff identified 7 high-level goals that will move the library forward in pursuit of our vision:

1. *Enhance the user experience.*
2. *Cultivate and strengthen information competencies.*
3. *Dynamically respond to users' resource needs.*
4. *Expand outreach and engagement.*
5. *Become the campus nexus for scholarly communication.*
6. *Commit to career development for all library staff.*
7. *Formalize library development.*

Each goal relates to one of the high level institutional goals identified in the CSM 2014-2024 Strategic Plan. The library's strategic plan aligns with and directly contributes to all four of CSM's high-level goals, as well as 18 of the 25 strategies identified to achieve CSM's high-level goals. This correlation is detailed in italics, directly below each of the library's five high level goals.

The below strategic plan outlines key strategies and specific objectives to be accomplished by the library over a 3-year time frame, in order to support achievement of its seven primary goals. Specific tactical actions that may be taken to achieve the listed objectives are also listed herein, but should not be considered to be comprehensive. Completed actions will be incorporated into the library's annual reports as well as periodic strategic plan progress reports.

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#### **GOAL 1: ENHANCE THE USER EXPERIENCE.**

*Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1c, 1d, 1e); Goal 2 (strategies 2a, 2b, 2c, 2e, 2f); Goal 3 (strategy 3b), Goal 4 (strategies 4a, 4e, 4f).*

**STRATEGY 1-1. ACCESS SERVICES** – Build on our user-centric culture to provide barrier-free access services.

**Objective 1-1-1.** Provide students with ready reference services during all library hours.

**Objective 1-1-2.** Extend and improve ability to provide any item requested by the Mines community from other libraries.

**Objective 1-1-3.** Provide users with on-demand, contextual access to information they require to effectively use the Library.

**Objective 1-1-4.** Establish the Library as a campus center for easy on-demand printing and scanning services.

**Objective 1-1-5.** Become the university's source for digital content services.

**Objective 1-1-6.** Foster rich, long-term relationships with our communities.

**Objective 1-1-7.** Promote intellectual freedom and inquiry, and support diversity of opinions and community make-up.

**STRATEGY 1-2. RESEARCH SERVICES** – Support inquiry, exploration, and research across all platforms for our user communities.

**Objective 1-2-1.** Implement a model of tiered reference services to focus our resources where they will best support our users.

**Objective 1-2-2.** Build virtual and collaborative reference services that meet our users’ needs in today’s connected world.

**Objective 1-2-3.** Create expert resources tailored to our user communities and our unique strengths.

**Objective 1-2-4.** Be our communities’ “go-to” specialists in STEM information resources, and be recognized by a wider audience as information specialists in our unique program areas.

**Objective 1-2-5.** Promote intellectual freedom and inquiry, and support diversity of opinions in our community.

**STRATEGY 1-3. PHYSICAL SPACE** – Become our communities’ destination for a range of environments that support learning, inquiry, and discovery.

**Objective 1-3-1.** Develop a shared vision for a complete library renovation.

**Objective 1-3-2.** Think outside the box to improve Library space in advance (or in lieu of) a major renovation.

**Objective 1-3-3.** Become the accessible destination on campus by applying universal design principles to all of our space planning.

**Objective 1-3-4.** Become the physical representation of Mines’ culture of learning, discovery and reflection.

**Objective 1-3-5.** Create an easily navigated physical setting (wayfinding).

**Objective 1-3-6.** Create an inviting and comfortable environment.

**Objective 1-3-7.** Integrate our community into the Library’s physical space.

**STRATEGY 1-4. DIGITAL ENVIRONMENT** – Facilitate seamless, user-friendly access to and discovery and use of scholarly information through content, design, and delivery of an integrated virtual environment.

**Objective 1-4-1.** Continue to improve our virtual presence and content.

**Objective 1-4-2.** Develop an interactive environment for users.

**Objective 1-4-3.** Be responsive to user behaviors in our virtual environment.

**Objective 1-4-4.** Strategically improve the library's back end digital services.

**Objective 1-4-5.** Transition to a more dynamic and user-centric web presence.

**Objective 1-4-6.** Identify problem areas via usability studies and other mechanisms to improve both front and back end of the virtual environment.

**STRATEGY 1-5. USER EXPERIENCE** – Develop a robust, responsive understanding of user needs from a firsthand perspective.

**Objective 1-5-1.** Evaluate our physical and virtual resources from the viewpoint of the user to inform a better user experience.

**Objective 1-5-2.** Develop dynamic assessment tools and methods that generate actionable recommendations.

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## **GOAL 2. CULTIVATE AND STRENGTHEN INFORMATION COMPETENCIES.**

*Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1c, 1d, 1e); Goal 2 (strategies 2a, 2b); Goal 4 (strategy 4e).*

**STRATEGY 2-1. ON-CAMPUS LIBRARY INSTRUCTION** –Lead initiatives to foster essential information literacy and digital information management skills.

**Objective 2-1-1.** Conduct regular library workshops and panel discussions, both general and discipline-specific, to keep faculty, staff, and students apprised of information resources, services, and trends.

**Objective 2-1-2.** Explore opportunities for instruction with other campus constituencies, for example: teaching assistants, athletics and student organizations.

**Objective 2-1-3.** Participate creatively in orientation programs to introduce new community members to the information literacy instruction program and research assistance..

**Objective 2-1-4.** Identify opportunities in STEM disciplines to more fully incorporate information literacy instruction in the curriculum.

**STRATEGY 2-2. INFORMATION LITERACY PROGRAM**–Transform the current collection of “one-shot” information literacy sessions into a cohesive, formalized, scaffolded instruction program. Comprehensively embed information literacy program within the Mines curriculum.

**Objective 2-2-1.** Develop a formalized, systematic program to reach students with continuously scaffolded library instruction skills throughout their undergraduate and graduate education. This expanded program will be centered around the new ACRL Framework for Information Literacy for Higher Education and target STEM-specific information competencies.

**Objective 2-2-2.** Participate on both ad hoc and formal curriculum-related committees in order to more effectively advocate for formal inclusion of library instruction throughout the undergraduate and graduate curriculums.

**Objective 2-2-3.** Develop robust planning and assessment tools for instruction program.

**STRATEGY 2-3. REMOTE AND ONLINE INSTRUCTION EFFORTS** – Enhance and expand online instruction opportunities via instructional technologies.

**Objective 2-3-1.** Build partnerships on campus to collaborate in the development of distance learning programs.

**Objective 2-3-2.** Leverage the University’s reputation for innovative engineering education to experiment with new forms of instructional support.

**Objective 2-3-3.** Identify and implement opportunities to incorporate and raise awareness of unique and special collections materials in instruction.

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### **GOAL 3: DYNAMICALLY RESPOND TO USERS’ RESOURCE NEEDS.**

*Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1c, 1d, 1e); Goal 2 (strategies 2a, 2b, 2c, 2e, 2f); Goal 3 (strategy 3b), Goal 4 (strategies 4a, 4e, 4f).*

**STRATEGY 3-1. COLLECTION DEVELOPMENT AND MANAGEMENT** –Effectively connect the Mines community with distinctive information resources on a timely basis to advance the academic success of the university community.

**Objective 3-1-1.** Ensure collection policies are aligned with relevant missions and strategic plans.

**Objective 3-1-2.** Strengthen the collection (physical and electronic) through comprehensive analysis.

**Objective 3-1-3.** The content, design, and delivery of electronic resources will facilitate seamless, user-friendly discovery, access, and use of scholarly information.

**Objective 3-1-4.** Involve stakeholders and increase knowledge of and participation in the collections.

**Objective 3-1-5.** Coordinate more effectively with the Library’s Communications / Marketing Team and other teams about collections and resource developments and changes.

**Objective 3-1-6.** Update the library’s materials budget allocation plan to strategically and flexibly guide the growth of a strong and balanced collection.

**Objective 3-1-7.** Identify and execute strategies to reduce the linear feet (footprint) of the physical collection, as appropriate.

**Objective 3-1-8.** Expand the library’s creative collections beyond its tool library.

**Objective 3-1-9.** Maintain awareness of OER initiatives and resources.

**STRATEGY 3-2. SPECIAL COLLECTIONS AND ARCHIVES** – Advance the creation, preservation, discovery, and use of content uniquely held or produced at Mines, including the library’s special collections and archives (Mining Archive, CSM History Archive, Ropeway, Tell Ertl, institutional repository). and the CSM Geology Museum’s collections.

**Objective 3-2-1.** Develop, promote, and digitize collections of rare and unique materials that support the curriculum of the university and preserve its institutional memory.

**Objective 3-2-2.** Increase physical visibility and access to special collections.

**Objective 3-2-3.** Improve awareness and raise the profile of the Library’s special collections.

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#### **GOAL 4: EXPAND OUTREACH AND ENGAGEMENT.**

*Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1a, 1b, 1g); Goal 2 (strategies 2a, 2b, 2c, 2e, 2f); Goal 3 (strategy 3b).*

**STRATEGY 4-1. COMMUNICATION** – Cultivate a community of informed library users through effective communication of library resources, services, and mission.

**Objective 4-1-1.** Engage library users via a continuing expansion of social media communications.

**Objective 4-1-2.** Create a robust program to communicate, market, and promote library developments, accomplishments, services and collections to the community.

**STRATEGY 4-2. OUTREACH, PARTNERSHIPS AND COLLABORATION** – Promote resources and user services both internally and externally.

**Objective 4-2-1.** Increase the number and variety of library programming events (lectures, book talks, student presentations, etc.) to contribute to the academic library environment and experience.

**Objective 4-2-2.** Create and systematically apply a communications model in order to foster closer two-way communication with the University’s academic departments.

**Objective 4-2-3.** Partner with outside organizations to provide services for the community.

**Objective 4-2-4.** Partner with other libraries and library consortiums.

**Objective 4-2-5.** Become more involved with professional organizations at the regional, state, and national level.

**Objective 4-2-6.** Partner with the CSM Geology Museum to collaboratively exhibit collections.

**Objective 4-2-7.** Foster mutually beneficial relationships with industry partners (e.g., Coors, NREL, etc.).

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## **GOAL 5: BECOME THE CAMPUS NEXUS FOR SCHOLARLY COMMUNICATION.**

*Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategies 1a, 1b, 1f); Goal 2 (strategy 2b); Goal 3 (strategy 3d); Goal 4 (strategies 4e,4f).*

**STRATEGY 5-1. RESEARCH IMPACT** – Enhance the visibility and impact of research and scholarship created at Mines or by members of the Mines community.

**Objective 5-1-1.** Establish a Center for Scholarly Communications. This center will pursue collaborative partnerships and increase participation in university and community-based efforts that advance digital scholarship and born digital collections. The center will provide recognizable leadership and innovation in managing and disseminating Mines research output through collaborations with the research community and stakeholders.

**Objective 5-1-2.** Lead the collaborative implementation, management, and broad campus adoption of a Research Information Management System with a Research Networking and Profiling Interface to enable interdisciplinary collaboration and data-informed decision-making in research.

**STRATEGY 5-2. OPEN SCHOLARSHIP** – Provide leadership, resources, and services to foster open access publishing, research data management and sharing, reproducible research, open educational resources, and best practices in digital workflow across the research lifecycle.

**Objective 5-2-1.** To aide campus researchers in their quest to comply with open scholarship requirements, develop a suite of educational resources, programs, and services on scholarly communication topics.

**Objective 5-2-2.** Advocate for and establish a Mines Open Access Policy.

**Objective 5-2-3.** Provide consultation and instruction on copyright, patent search, and other intellectual property related topics aiming at solving practical challenges in the learning and research process.

**STRATEGY 5-3. INSTITUTIONAL REPOSITORY** – Expand the Mines institutional repository and connect it to the broader research information ecosystem with the goal of enabling new forms of academic inquiry and discovery through the creative and dynamic use and reuse of the digital assets of the university. The repository will preserve and disseminate the intellectual output of the university’s faculty, staff, and students as well as the digitized versions of the library’s special collections, archives, and the collection of Mines Geology Museum.



**Objective 5-3-1.** Create a robust repository architecture.

**Objective 5-3-2.** Expand repository representation of special and museum collections.

**Objective 5-3-3.** Expand the capture and dissemination of Mines intellectual output in the repository.

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**GOAL 6: COMMIT TO CAREER DEVELOPMENT FOR ALL LIBRARY STAFF.**

*Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 1 (strategy 1g); Goal 2 (strategies 2b, 2d, 2e, 2f).*

**STRATEGY 6-1. PROFESSIONAL DEVELOPMENT** – Build skills, knowledge, and competencies to maintain leading edge in a rapidly changing information ecosystem.

**Objective 6-1-1.** Develop and share out a comprehensive plan to fairly distribute annual professional development funds to support continuing education for all library staff.

**Objective 6-1-2.** Explore opportunities to strengthen the faculty status of librarians, in accordance with the AAUP and ACRL.

**Objective 6-1-3.** Secure additional professional development time for librarians to work on scholarly research, publication, presentations, and to engage in leadership opportunities.

**Objective 6-1-4.** Develop a formal and ongoing customer service training program for all library staff.

**Objective 6-1-5.** Align/realign library staff roles and abilities to support the library's strategic direction.

**Objective 6-1-6.** Identify learning opportunities for all library staff.

**Objective 6-1-7.** Strengthen and expand the library mentoring program to include all library staff.

**Objective 6-1-8.** Engineer a program on emerging trends and technologies.

**Objective 6-1-9.** Develop formal, comprehensive student worker training program that includes both in-person training for all new hires, and ongoing training for all student workers.

**STRATEGY 6-2. STAFF COMMUNICATION** – Foster a culture of experimentation, teamwork, and continuous learning.

**Objective 6-2-1.** Foster a culture of experimentation, teamwork and continuous learning.

**Objective 6-2-2** Develop and maintain a cross-training of library staff to ensure adequate coverage and backup.

**Objective 6-2-3.** Formalize the library’s written policies and procedures.

**Objective 6-2-4.** Develop and expand methods of communication.

**Objective 6-2-5.** Find ways to acknowledge/recognize library staff’s achievements.

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## **GOAL 7: FORMALIZE LIBRARY DEVELOPMENT.**

*Contributes to the following institutional goals (per 2014-2024 CSM Strategic Plan): Goal 2 (strategy 2a); Goal 3 (strategy 3b); Goal 4 (4e).*

**STRATEGY 7-1. FUNDRAISING** – Foster closer relations with the University Foundation and current and potential donors to broaden community support for the library in general and the need for a library renovation in particular.

**Objective 7-1-1.** Develop a formal library fundraising team.

**Objective 7-1-2.** Coordinate with assessment librarian to develop materials that effectively communicate the library’s return on investment (ROI) to donors.

**Objective 7-1-3.** In coordination with the Mines Foundation, develop a formal library development plan that includes funding sources, fundraising activities, methodology, etc.

**Objective 7-1-4.** Create a Friends of the Library group to expand fundraising capability and efforts.

**Objective 7-1-5.** Coordinate with the library communications team to develop marketing materials and initiatives.

**STRATEGY 7-2. GRANT WRITING** – Methodically increase the number of grants in support of library collections and services.

**Objective 7-2-1.** Create a grant-writing position or team to build and maintain a grant-monitoring and writing program. Grants may be secured from government agencies, foundations, corporations, and other public and private sources.

**Objective 7-2-2.** Seek out and pursue significant grant opportunities that will enhance the library’s reputation and value to campus.

**Objective 7-2-3.** Provide internal professional development to foster a culture of grant writing.