Aubrey R. Watzek Library
2014-2017 Agenda

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Introduction

The following plan will guide Lewis & Clark’s Aubrey R. Watzek Library through the 2016/17 academic year. It is the product of a planning process led by the director of the library with participation from colleagues throughout the library organization. The Dean of CAS, the CAS Faculty Library/Educational Technology Committee, and the Watzek Student Advisory Committee reviewed drafts of the plan and provided comments and input.

In developing this plan, we are guided by Lewis & Clark’s mission, its strategic plan, The Journey Forward, as well as many key College initiatives. We are informed by our ongoing work serving students, faculty, staff and community members. We are also guided by trends in our profession and in the broader higher education environment.

Given this context, we have identified four major themes that will underpin our work over the next three years:

1. **Services and Resources** We will continually improve the resources, services and spaces that we provide our patrons.
2. **Student Learning** We will support and enhance student learning from basic foundations to advanced study.
3. **Distinctive Academics** We will foster distinct academic opportunities for Lewis & Clark faculty and students.
4. **Leadership and Innovation** We will be leaders in our community in areas relevant to librarianship, scholarly communication, 21st century literacies, and more.

As we discuss these goals in more detail below, it is worth reflecting on how far Watzek Library has come since the last formal report on its achievements and direction: the 2011 report to the Library/Educational Technology Committee, Watzek Library: A Decade in Review with Some Ideas for the Future. It is also worth recognizing that the library must remain flexible as opportunities and priorities emerge at the College and in the wider world of higher education.

Resources and Services

Watzek Library encompasses three major ongoing investments in the College’s academic mission: extensive print and digital collections supported by an annual acquisitions budget of $1.3M, a staff of 23 individuals, and a 104,000 square foot building at the center of campus. To support the College’s mission and reach its strategic goals, we must continually work to maximize these investments.

The library’s rich print and digital resources are indispensable to the College’s academic programs. Since 2010, Watzek Library has maintained strong collections of books, journals, reference sources, and other types of resources, gradually shifting from print to digital formats. Notably, we have introduced ebooks in significant numbers in the past few years. To contain
costs during years of constrained budgets, we have reduced expenditures by cancelling low-use resources.

We have also updated our services and internal operations considerably since 2010. We have shifted emphasis away from librarian assistance at the reference desk to consultations and instruction. We have implemented a number of streamlined workflows and are operating with a smaller staff in some areas of the organization. Last year we launched a shared integrated library system with the Orbis Cascade Alliance with the promise of gaining efficiencies and opportunities for collaboration.

We have improved the functionality of the library building by adding more areas for collaborative study and reorganizing staff space to house growing programs, including Digital Initiatives, Visual Resources, and Special Collections. We have managed our collection space efficiently, reallocating space away from print journals now available electronically to free up room for book collection growth.

Through last year’s Space Needs Assessment Task Force, we have identified a number of potential improvements to the Watzek building that will enhance its functionality as a library and as the academic hub of the campus. These improvements include improved service points for the library and IT, better study and collaboration spaces, an enhanced multimedia lab, and a humanities laboratory. In the next three years we will further develop these ideas and seek funding to make them a reality.

Going forward, we will maximize our acquisitions budget in support of our academic programs. We will evaluate new purchasing models and formats such as demand-driven ebooks and video and adopt them as they fit our needs. We will review subscriptions that support particular programs at regular intervals, looking for opportunities to cancel resources that are no longer relevant and add new ones to support emerging needs. Though these reviews will sometimes provide opportunities for savings, a robust acquisitions budget will remain essential to support our academic programs.

To manage collection space in anticipation of future print collection growth and other space needs, we will begin a series of targeted print collection reviews by format and subject area. We will also become more intentional about management of digital objects by formalizing our digital archiving endeavors, potentially through a library-managed institutional repository and a digital preservation strategy.

We will continue to refine and streamline our workflows for processing print and electronic resources. As the transition from print to digital continues and technologies evolve, we will adapt our operations. We will move towards a more collaborative model of doing work that blurs departmental boundaries in the library and engages new collaborative workforce structures within the Orbis Cascade Alliance.
Student Learning

Watzek Library’s collections, staff and programming exist primarily to support the academic programs of the College of Arts and Sciences and the Graduate School of Education. We support student learning in these programs from basic foundations to advanced forms of inquiry using traditional and emerging library services and resources.

Lewis and Clark’s strategic plan calls for student mastery of essential skills such as verbal and written communication, critical thinking, quantitative reasoning and facility with new and emerging technologies. These essential skills are key aspects of information literacy and literacies that fall within it, including digital literacy, visual literacy, and data literacy.

Through reference interviews, research consultations, and instruction sessions our librarians work with students on information literacy skills essential for liberal arts inquiry. Since 2010, our liaison librarians have become more deeply intertwined in the academic fabric of our academic programs. We teach significantly more instruction sessions and perform more research consultations than in the 2000s. In 2012, we collaborated with the Core program to incorporate information literacy into the Spring Exploration & Discovery learning outcomes, and our librarians currently provide instruction in two-thirds of spring E&D sections.

In 2013 we developed a Science/Data Services librarian position to support data discovery, application and management in the curriculum, and that position has been especially successful in supporting student projects that rely on data. In recent years Watzek staff have participated in student success programs including Great Expectations and the Pioneer Success Institute.

Going forward, we plan to make information literacy a central aspect of our mission. We will first review best practices in information literacy at other institutions and then develop new strategies for supporting information literacy in general education and in specific majors. In conjunction with these efforts, we will advance our instruction program with new pedagogical approaches and will evaluate and reposition our liaison program to provide services optimized for each department. As we transition to a single service point, Access Services will take on more responsibility for assisting our users with complex interfaces to electronic resources through in-person support and online tutorials.

Distinctive Academics

The Journey Forward calls for the College to strive for “distinctive quality in higher education.” It emphasizes partnerships in scholarship and the integration of theory and practice as current strengths at Lewis & Clark with potential for future development.

At Watzek Library, we support, publicize and celebrate excellent academic work. The James J. Kopp First-year Research Awards recognize academic excellence early in the college experience. Our librarians work with seniors especially in the humanities and social sciences to
find primary and secondary sources in support of original thesis work. We showcase student research through poster sessions hosted in the library and on our Collaborative Research web site.

In the past several years, Watzek Library has developed and extended a number of specialized programs that foster collaborative research and the integration of theory and practice. We have increased opportunities to involve students in our Special Collections and Archives through employment, practicums, and seminar courses focused on the collections. We have also made strategic acquisitions to support faculty teaching interests.

Our Digital Initiatives program supports an increasing number of projects that enable students to engage in liberal arts inquiry using digital technology. They have included an image database of spider species created by Biology 100 course, documentation of memory sites by students studying in Sienna, Italy, and the creation of a digital archive of Morrocan Jewish manuscripts via an NEA Digital Humanities startup grant.

In the next three years, we will enhance our programs that facilitate and celebrate student research. We intend to build on our success in Special Collections and Archives by creating more opportunities for students to do original research in their field and gain practical skills. We will strive to connect the program to more areas of the curriculum, specifically International Affairs. We will continue building our core collections in regional history and literature and look for strategic acquisitions that align with faculty teaching and research interests. As part of our space planning efforts, we intend to create a humanities laboratory to support student archival projects, book arts, and digital humanities projects.

Going forward, we will reorient our Digital Initiatives program with a focus on student-centered projects that have a sustained impact. With a new Science/Data Services librarian in Winter 2015, we will build a data services program to support data management across disciplines.

**Leadership and Innovation**

The team at Watzek Library brings a unique and valuable set of knowledge and skills to the College community that include: information literacy, scholarly communication, book arts, digital preservation, graphic design, children’s literature and much more. Often, our work reaches beyond the library: our Faculty Outreach Librarian has served as a leader of overseas programs; our Collection Development Librarian organizes a thematic film series every semester; our Associate Director and Interlibrary Loan specialist served as facilitators in the Pioneers Success Institute this fall.

Since 2010, we have reached out to the community in a number of significant ways. Our Watzek Connections faculty development series has provided a forum for faculty to learn and discuss topics around student research and scholarly communication. We have sponsored a number of
on-campus readings and lectures including the William Stafford Centennial and our annual Sherrer Lecture. Oregon Poetic Voices has documented poetry throughout the state in collaboration with many local communities.

Going forward, Watzek Library will contribute substantively to College conversations about the curriculum, sharing our knowledge of 21st century literacies and their place in liberal education. We will partner with our colleagues in Information Technology to support innovative scholarship and pedagogy with digital technologies. We will take a leadership role in faculty development around topics such as information literacy, scholarly communication, and digital scholarship. We will continue to host events such as the Sherrer Lecture and the Ralph Ellison Symposium that introduce new ideas and diverse perspectives to Lewis & Clark and the wider community.

**Getting There**

Watzek Library has evolved considerably as an organization in the last four years. Since 2010 over half of the positions in the library have been redesigned, creating opportunities for professional growth for many individuals. We have a formalized structure of departments as well as a number of standing committees and teams whose leadership and membership is reviewed annually. The Faculty Library and Educational Technology Committee and the Student Advisory Committee advance the library’s mission through their advisory role as well as their own initiatives.

To move forward on this agenda, we will need to invest in our human resources. We will continue to review and redesign positions as our work shifts. As we recruit for open positions, we will attract diverse and talented candidate pools and hire individuals with the potential to make strong contributions to the library and the College. We will develop strategies to retain current staff. Those strategies will include support for professional development and guidance in developing career paths.

Within the library, we will need to develop cohesion within library departments as well as unprecedented levels of cooperation between them. We will also need to reach out beyond the library and deepen our connections with academic units and other College departments. Furthermore, we will need to extend our reach beyond the walls of the institution to collaborators in the Orbis Cascade Alliance Consortium as well as other partners.

To ensure that we continue to receive strong financial support, we will need to clearly demonstrate our value to internal and external stakeholders. Finally, as we implement our plan in the next three years, we will carefully assess our programs and initiatives, and adjust our plans based on those assessments.

**Objectives, Strategies and Milestones**
Objectives, strategies and milestones connected to the four goals of the plan are listed in this continually evolving document.