WESTERN
WASHINGTON UNIVERSITY

WESTERN LIBRARIES

STRATEGIC PLAN 2018-2025

Contents

Context Statement

Western Libraries proudly serves as an intellectual crossroads for the university community and as an innovative partner in Western's teaching and research mission. The Libraries seeks to advance knowledge, self-awareness, and understanding. Western Libraries is a place of inquiry and learning where intellectual freedom, privacy, and confidentiality are respected and protected.

The Libraries welcome approximately 1 million visitors annually within the physical spaces and half million visits online. Across three buildings, the Libraries collections include over 1.5 million items, supported by an annual resource access budget of $2.1 million. Areas of particular collection strength include Pacific Northwest Studies, Children's Literature, and Mongolian Studies.

In our important leadership role as University partners, librarians, staff, and student employees have joined with library colleagues nationwide to embrace diversity, equity, and inclusion, and vigorously oppose racism, prejudice, and discrimination. Western Libraries helps patrons engage thoughtfully with our complex history, find solutions to difficult societal problems, and advance pluralism and democracy. The Libraries is comprised of four divisions that work to support inclusive excellence at Western Washington University:

Collection Services

The Libraries' collections span a variety of media, formats, and historical time periods, including physical and digital content; materials that are owned and leased; vendor-provided content; and local and unique content (e.g. institutional repository, archives, and special collections). The Collection Services division spearheads and coordinates the management of all but the Libraries' local and unique content. This collection management includes stewardship of the library resource access budget and active engagement at every stage of the lifecycle of our library materials. Our work encompasses not only the selection, acquisition, organization, and preservation of content but also efforts to make content discoverable and accessible; regular and ongoing collection assessment; careful monitoring of physical space; leveraging regional and national relationships to supplement local holdings; and more.

Heritage Resources

Heritage Resources consists of three units that provide for the responsible stewardship of rare, unique, and archival resources in support of teaching, learning, research, and public programming. The Center for Pacific Northwest Studies, Special Collections, and University Archives work together to collect and manage valuable and distinctive documentation critical to the development of academic literacies and scholarship. Our programs are designed to expand creative networks between students, faculty, and staff,

and to increase engagement between Western and local communities. Heritage Resources is committed to innovative approaches to teaching that ensures that every Western student is able to find, understand, and interpret a wide variety of research sources in various contexts. Through our resources, we strive to promote respectful engagement with diverse perspectives, advance understandings of social justice issues, honor indigenous peoples, and preserve and document Western's place in our community, region, and the world.

Teaching & Learning

Through a focus on integrated academic literacies (e.g. reading, research, writing, speaking, listening), the Teaching & Learning division leads an array of initiatives ranging from credit courses, curricular-embedded activities such as workshops, and co-curricular opportunities, such as tours and orientations. These offerings reach undergraduate and graduate students across the disciplines, both in-person and at a distance via a range of face-to-face and online teaching modalities. Together, these initiatives address three overarching learning outcomes: inquiry, collaboration, and agency. The Libraries is also home to an innovative Learning Commons, which includes Center for Community Learning, Center for Instructional Innovation & Assessment, Digital Media Center, Hacherl Research & Writing Studio, Student Technology Center, Teaching-Learning Academy, and Tutoring Center.

Technology & Discovery Services

Technology & Discovery Services is responsible for the optimal access to and use of technologies within the Libraries. We collaborate with internal and external stakeholders to integrate innovative approaches into the management of our technological infrastructures. This includes providing excellent user experience for our staff, students, faculty, and community patrons using the Libraries online resources. We are proactive in evaluating and adopting emerging technology and eliminating barriers to the discovery of, and access to, scholarly and academic resources. Through the provision of an accessible, data-driven, online teaching, research, and learning environment, Technology & Discovery Services augments the University's ability to contribute to scholarship at Western and beyond.

Mission, Values, and Vision

Mission

To advance Western Washington University's mission, Western Libraries cultivates inclusive excellence by connecting people to resources, expertise, collections, and spaces essential to academic success, lifelong learning, and community.

Values

Western Libraries is committed to a culture of excellence, integrity, and leadership that inspires visionary thinking, critical discourse, accountability, and transparent practices. In order to achieve this, Western Libraries values:

- Barrier-free access
- Collaborative partnerships
- Employee expertise and empowerment
- Equity, social justice, and inclusion
- Integrated academic literacies (e.g. reading, research, writing, speaking, listening)
- Intellectual freedom, inquiry, and privacy
- Innovation, creativity, and curiosity
- Learner-centered pedagogies and practices
- Responsible and sustainable stewardship

Vision

As a full academic partner, Western Libraries provides transformative opportunities, experiences, and destinations for intellectual growth and community engagement to address the 21st century's most challenging questions.

Goals and Objectives

Western Washington University's 2018-2024 goals and objectives address the following four themes: academic excellence, place, Western community, and social justice and equity. To advance the goals of WWU, Western Libraries aims to integrate these four themes throughout its goals and objectives. For more information on how each goal aligns with Western's strategic plan, please see the Appendix.

Organizational Culture

Goal

To create an efficient, respectful, and empowered workforce, develop a culture that acknowledges the organization's shortcomings and visibly and publicly shares the strategies, action steps, and progress in addressing inequity.

Objectives

1. Identify and evaluate systemic barriers to employee equity, participation, and success among Libraries personnel, and reduce or eliminate these barriers.

2. Research, develop, and implement model practices to improve the recruitment and retention of a diversity of student employees, staff, faculty, and administrators.

3. Create policies and standards that support sustainable organizational infrastructure and service models, and promote collaboration, efficiency, and accountability across the Libraries and University-wide.

Collections

Goal

Ensure the development, sustainability, and accessibility of Libraries collections to support Western's academic mission and institutional goals.

Objectives

1. Pursue strategic curation and data-informed decisions in support of long-term development, preservation, management of, and access to Libraries collections.

2. Actively develop and provide stewardship for Libraries collections in ways that value and promote respectful engagement with diverse abilities and perspectives, advance understandings of social justice issues, honor indigenous peoples, and preserve and document Western's place in our community, region, and the world.

3. Expand and increase access to local and unique collections that foster a deeper understanding of and engagement with the region and its communities.

Inclusive Pedagogy

Goal

Lead, collaborate in, and provide optimal educational experiences that foster innovative teaching, scholarship, research, and creative activity.

Objectives

1. Collaborate with students from historically underrepresented groups to co-create environments and educational experiences that support inclusive excellence.

2. Implement sequenced curricula in multiple modalities for students at the various stages of their education in order to support the development of inquiry, agency, collaboration, and integrated literacies (e.g. reading, research, writing, speaking, listening).

3. Develop specialized tools, resources, and collections that facilitate high impact teaching, learning, and research, enhancing critical thinking skills and engaged citizenship.
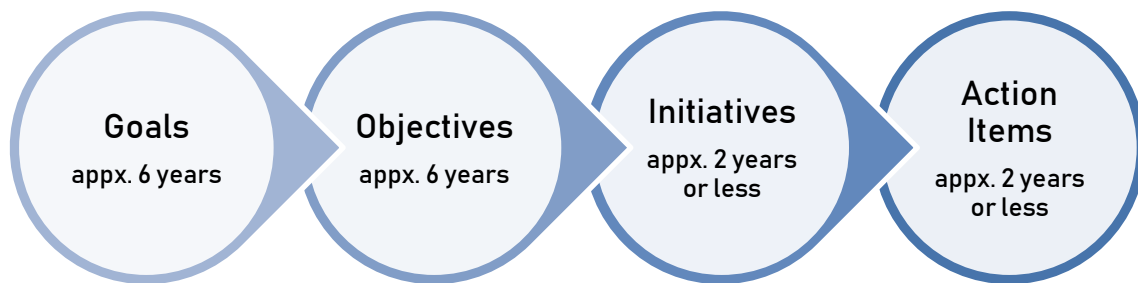
Outreach & Engagement

Goal

Engage more effectively with users and stakeholders to better understand and support their needs, and increase the visibility and impact of Libraries spaces, services, and collections.

Objectives

1. Leverage integrated communication strategies that articulate the Libraries impact, services, and collections.

2. Develop facilities, collections, and events that foster a collaborative university climate that welcomes and affirms the diversity of individuals, groups, cultures, and ideas.

3. Provide barrier-free spaces, services, and programmatic endeavors that enhance engagement with and support of local, regional, and global communities.

4. Increase engagement with and support of the university, local, and regional communities through deliberate and impactful partnerships.

Biennial Planning

In order to fulfill the 2018-2024 strategic plan, Libraries Administration, in collaboration with the four divisions within the Libraries, will set biennial initiatives and action items that address the established goals and objectives.

Goals	Objectives	Initiatives	Action Items
appx. 6 years	appx. 6 years	appx. 2 years or less	appx. 2 years or less

Biennial initiatives are critical strategies proposed to achieve a particular goal and objective, while action items are key steps in which a particular division, individually or in collaboration with another division, will work toward in order to satisfy the initiatives.

Glossary

Barrier-free access: User access to programs, services, and collections that is not hindered by costs or excessive policy restrictions; use of resources is easy, intuitive, and readily available to users with a wide range of abilities.

Collections: The full breadth of information resources for which the library facilitates user access, including physical and digital resources in all formats, unique and locally-produced content, purchased resources (both owned and licensed), and open access materials.

Co-curricular: Instructional activities not tied to a particular credit-bearing course.

Curricular: Library credit-bearing courses.

Curricular-embedded: Instructional activities tied to credit-bearing classes offered by non-Libraries departments.

Efficiency: Deliberate and careful thought in regards to how we use our resources in the most effective way possible—not necessarily more work accomplished with less people.

Inclusive excellence: The process of addressing inequities within higher education and society by integrating best practices related to diversity, equity, and inclusivity.

Integrated academic literacies: A spectrum of capacities and skill sets needed to succeed in performing the intellectual work of the academy, including information, media, written, oral, artifactual, visual, quantitative, technological, and cultural literacies.

Intellectual freedom: The right to share and learn about a diverse range of ideas.

Privacy: Advocating for and designing systems and services that do not compromise personal information and allow patrons to engage in inquiry without undue scrutiny or punishment. Western Libraries adheres to patron privacy and confidentiality guidelines developed and endorsed by the American Library Association.

Sequenced curricula: Deliberately ordering instructional activities to support particular learning or developmental needs and learning outcomes.

Stewardship: The responsible management and use of limited resources, including funds, staff time, space, and existing library collections. The term also implies responsibility, integrity, trust, accountability, service, and preservation and sustainability for future use.

Appendix: Alignment of Western Libraries Goals & Objectives to Western Washington University's Goals

Western Libraries Goals & Objectives	Western Washington University's 2018-2024 Goals			
	Goal #1: Western will provide a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.	Goal #2: Western will advance a deeper understanding of and engagement with place.	Goal #3: Western will foster a caring and supportive environment where all members are respected and treated fairly.	Goal #4: Western will pursue justice and equity in its policies, practices, and impacts.
ORGANIZATIONAL CULTURE: To create an efficient, respectful, and empowered workforce, develop a culture that acknowledges the organization's shortcomings and visibly and publicly shares the strategies, action steps, and progress in addressing inequity.				
Objective 1: Identify & eliminate systemic barriers			X	X
Objective 2: Recruitment and retention			X	X
Objective 3: Organizational infrastructure	X		X	X
COLLECTIONS: Ensure the development, sustainability, and accessibility of Libraries collections to support Western's academic mission and institutional goals.				
Objective 1: Strategic curation	X	X	X	
Objective 2: Place-focused stewardship	X	X	X	X
Objective 3: Local & unique collections	X	X		X
INCLUSIVE PEDAGOGY: Lead, collaborate in, and provide optimal educational experiences that foster innovative teaching, scholarship, research, and creative activity.				
Objective 1: Collaborate with students from underrepresented groups	X	X	X	X
Objective 2: Implement sequenced curricula	X	X		X
Objective 3: High impact teaching, learning, & research	X	X	X	X

	Goal #1: Western will provide a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.	Goal #2: Western will advance a deeper understanding of and engagement with place.	Goal #3: Western will foster a caring and supportive environment where all members are respected and treated fairly.	Goal #4: Western will pursue justice and equity in its policies, practices, and impacts.
OUTREACH & ENGAGEMENT: Engage more effectively with users and stakeholders to better understand and support their needs, and increase the visibility and impact of Libraries spaces, services, and collections.				
Objective 1: Integrated communication strategies	X	X	X	
Objective 2: Collaborative university climate		X	X	X
Objective 3: Barrier-free spaces, services, & programmatic endeavors	X	X		X
Objective 4: Engagement through partnerships		X	X	X