These seven strategic initiatives are designed to transform the current organization into our Next Generation Library.

1. **Fully align our resources and services to the colleges’ educational and research missions**

   Goals
   1.1 Align information literacy (IL) instruction, reference and research services, and information resources to the curriculum and research agendas of students, faculty, and staff of the colleges
   
   Action
   1.1.1 Partner with participants in the Center for Pedagogy and Educational Technology (CPET) and Teagle intercollegiate awards to enhance the teaching, learning, and research agendas of the colleges’ faculty and students

   1.2 Provide data management planning (DMP), education, curation, and digital publication support for research projects
   
   Actions
   1.2.1 Furnish DMP support to Science, Technology, Engineering, and Mathematics (STEM) faculty at the colleges that are preparing National Institutes of Health and National Science Foundation grant applications
   
   1.2.2 Furnish data curation and preservation support, digital archiving capability, and an open access publication platform for faculty engaging in research projects
   
   1.2.3 Provide data literacy education following best practices

   1.3 Ensure that print, digital, and special collections meet users’ research, teaching, and learning needs
   
   Actions
   1.3.1 Create an innovative and comprehensive policy for acquiring and managing information resources
   
   1.3.2 Provide a wide variety of information resources in various formats to further the curriculum, and the interests of the CPET, DH, EA, IC, MMUF, and Teagle intercollegiate award initiatives
   
   1.3.3 Ensure that new acquisitions of primary source materials become more user-driven
   
   1.3.4 Prioritize backlogs of primary source materials for processing, cataloging, metadata creation, conservation, and digitization in response to user needs
   
   1.3.5 Plan and implement a digitization-on-demand program to advance research, teaching, and learning at the colleges

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1 The Joint Governance Committee approved the library’s strategic initiatives on November 3, 2015
2. **Expand the universe of discoverable information and create new pathways to knowledge**

**Goals**

2.1 Facilitate faculty and student scholarship and publication

**Actions**

2.1.1 Expand and promote our support for open access to empower the colleges’ authors, facilitate the publication process, democratize information, and develop a sustainable business model for materials acquisitions

2.1.2 Support faculty and student authors by providing guidance, tools, and resources on intellectual property rights and other key aspects of scholarly communication

2.1.3 Promote and support new modes of publication

2.2 Enhance research, teaching, and learning

**Actions**

2.2.1 Transform the library's website into a gateway to discovery of owned and shared resources and a pathway to information delivery

2.2.2 Improve discovery through the new integrated library system (ILS) to facilitate users’ location of sought-after information resources via multiple access points

2.2.3 Expand the library’s unique primary sources, especially collections relating to the Claremont area and the Inland Empire

2.2.4 Partner with the colleges to provide more integrated discoverability and access to collections held at facilities within the consortium other than the CCL. In particular, collaborate closely with SCR to integrate the Ella Strong Denison Library’s distinguished special collections more closely with those owned by the CCL

2.2.5 Facilitate and promote use of new types of information resources: digitized primary materials, e-books, audiobooks, streaming media, and open educational resources

3. **Empower confident, critical, and creative information users and producers**

**Goals**

3.1 Create information literate learners

**Actions**

3.1.1 Expand, continuously improve, and rigorously assess face-to-face instruction, research consultations, online learning objects, and instructional design resources in pursuit of excellent student IL learning outcomes

3.1.2 Partner with the colleges’ academic departments and administrations to raise the profile and effectiveness of IL assessment through library-developed tools, such as the IL in Student Work Rubric
3.2 Bolster faculty and student technological skills and experience
Actions
3.2.1 Engage faculty and students with new and emerging technologies through instruction sessions, demonstrations, forums, workshops, best practices, new and renovated physical facilities, maker spaces, and an expanded and diversified loan program (see also 4.3.8)
3.2.2 Provide guidance and training in technology tools and literacies to faculty and student participants in digital teaching, learning, and research projects

3.3 Ensure that faculty and students discover primary sources and make cultural connections for use in research projects and their intellectual lives
Actions
3.3.1 Introduce faculty and students to analog and digital primary sources in the classroom
3.3.2 Partner with faculty to expose students to rare and unique materials through the CCEPS program
3.3.3 Utilizing enhanced metadata, publicize new primary source acquisitions and recently processed collections. Promote our primary sources through PEPE to users and the research community at large
3.3.4 Reward and celebrate students’ use of primary sources through our Library Undergraduate Research Awards (LURA)
3.3.5 Plan and implement a Library Graduate Student Research Awards (LGSRA) program with goals similar to 3.3.4
3.3.6 Promote primary sources to our user populations through subject specialist librarian instruction sessions, research consultations, and outreach programs

4. Establish the Next Generation Library as the vital center for intellectual engagement and academic community building at The Claremont Colleges

Goals
4.1 Ensure that faculty, students, and staff benefit from the library's creating new and stronger connections between the academic communities of the colleges
Actions
4.1.1 Advocate for the library's becoming the intellectual, physical, and community center for major intercollegiate award initiatives, such as CPET, DH, EA, IC, MMUF, and Teagle, as well as for other intercollegiate programs, such as Environmental Analysis, Ethnic Studies, Keck Science, and Media Studies
4.1.2 Create a Research Studio series, where faculty, students, and librarians can try out new ideas for projects and seek collaborations with colleagues across the colleges
4.1.3 Develop an informal Dialog series where faculty and students from across the colleges gather to exchange ideas, collaborate with librarians, or simply socialize.
4.2 Guarantee that an active collection of browsable print resources is available to users
Action
4.2.1 Develop and implement a comprehensive plan for making the library’s highest use print collections quickly discoverable and easily accessible to facilitate users’ research, teaching, and learning needs (see also 6.1.1)

4.3 Provide users with engaging, interactive, and creative spaces for research, teaching, learning, and study that are welcoming, accessible, resource-rich, and secure
Actions
4.3.1 Collaborating closely with CUC Campus Safety, Central Facilities Services, and Facilities, create best practice emergency preparedness and disaster recovery plans
4.3.2 Change building access policies and extend hours to protect and favor our primary clientele
4.3.3 Reduce the number of entrances to H/M from three to two to increase security and improve service efficiency
4.3.4 Redesign service desk staffing to become more interactive and user-centered. Provide additional training in proactive customer service
4.3.5 Transform our student assistant program to become more user-centered, service driven, and peer-to-peer oriented. Consider our student workers to be staff members. Solicit, utilize, and value their input into improving library resources and services
4.3.6 Increase opportunities for our users to engage in self-service transactions to increase speed and efficiency, improve their experience, and reduce library costs
4.3.7 Provide access to our information resources and services via all standard mobile technologies and handheld devices
4.3.8 Expand and diversify our loan offerings to include a portfolio of new and emerging technologies and increase our loan inventory of more standard equipment
4.3.9 Plan and implement a comprehensive analog and digital signage program for H/M to improve navigability, discoverability, and accessibility
4.3.10 Develop and implement a smartphone app to allow users to navigate H/M more quickly and efficiently
4.3.11 Create four new technology-rich research, teaching, and learning spaces to support the major intercollegiate award initiatives taking place during the next five years: a Collaborative Commons; a Digital Studio; a CPET; and a Center for EA. Incorporate new technologies and furnishings into the two Keck learning centers and the GIS
Lab. These spaces will continue to serve faculty and students long after the awards have concluded.

4.3.12 Establish clearly defined zones within the library to support collaborative work, programmatic activities, and quiet study.

4.3.13 Increase, expand, and improve group and individual study spaces. Plan and implement an online reservation system.

4.3.14 Improve current and create new analog and digital maker spaces.

4.3.15 Complete other renovations and general facilities upgrades, designed to improve the appearance, attractiveness, accessibility, and utility of our physical spaces. Develop plans and procedures for regular and ongoing improvements to H/M.

4.4 Enable users to discover and engage in a rich portfolio of library publications, exhibitions, programs, and events (PEPE).

Actions

4.4.1 Partner with faculty and students to develop significant analog and digital publications that feature our collections, services, physical spaces, and programs.

4.4.2 Collaborate with faculty and students to create attractive analog and digital exhibitions that feature the library’s collections. Our displays will typically include accompanying programs, and occasionally publications and events.

4.4.3 Produce five signature programs each year that feature library collaborations with faculty and students to inform and engage participants and attendees.

4.4.3.1 Open Access Week (fall semester)

4.4.3.2 Banned Books Week (fall semester)

4.4.3.3 Discourse Lecture Series (three programs each semester)

4.4.3.4 RE:BOOK (recycled book student competition; spring semester)

4.4.3.5 LURA and LGSRA (spring semester)

4.4.4 Commence two new programs designed to connect faculty and students from across the colleges with each other and with librarians (see 4.1.2 and 4.1.3 above).

4.4.5 Create an annual lecture series devoted to innovation in academic libraries and information technology. Publish the series.

4.4.6 Create an occasional series of programs devoted to academic or professional areas that are closely related to libraries and that feature presenters from outside of the colleges, including scholars and artists visiting Southern California.

4.4.7 Commence and sustain a library artist-in-residence program.

4.4.8 Support the academic programs of the colleges by providing attractive venues or otherwise collaborating on events such as new faculty and student orientations; lectures; conferences, colloquia; and summer institutes.
5. **Contribute substantially to faculty and student success and the distinction of the colleges**

**Goals**

5.1 Further the colleges’ faculty and student recruitment efforts

**Actions**

5.1.1 Engage in the faculty campus interview process by preparing a research and teaching profile for each finalist. Offer the colleges a library tour for finalists

5.1.2 Offer an attractive venue for job talks and assist with publicizing the event

5.1.3 Provide each new tenure-track faculty member with a one-time acquisition fund of $500 to expend on information resources at her or his discretion. Those resources will subsequently be owned and administered by the library to benefit all of our users

5.1.4 Collaborate with the colleges’ deans of students and registrars to support campus visits by offering library tours to prospective students and parents

5.1.5 Partner with the colleges’ deans of students and registrars to provide library orientations to accepted students

5.1.6 Offer customized tours and orientations to students whose first language is not English and those with special needs

5.1.7 Promote the library’s resources and services to the colleges as potential recruitment tools

5.2 Facilitate faculty and student success by enabling users to efficiently and quickly obtain the information resources they seek

**Action**

5.2.1 Improve the number of successful circulation, course reserves, resource-sharing, and purchase-on-demand transactions, while reducing the amount of time taken to complete each transaction

5.3 Foster greater student academic success through participation in library research services and programmatic initiatives

**Actions**

5.3.1 Increase the number and quality of entries to LURA and LGSRA and add to the prestige of those programs

5.3.2 Analyze and assess LURA and LGSRA entries. Findings will inform future development of our liaison, instruction, research services, information resources, and special collections programs

5.3.3 Collaborate with the lead college and faculty participants to support students in the MMUF award program. Assign librarian mentors to the students. Customize services and programs to meet MMUF student needs

5.3.4 Develop responsive peer-to-peer reference and research services that cultivate and engage student expertise in tandem with subject specialist librarians
5.3.5 Train more undergraduate and graduate students in research methodologies by engaging them with primary sources and archival practices through CCEPS. Sponsor peer-to-peer programs by fellows to publicize the strength of our primary sources and the value of the program. Develop a sustainable funding model for CCEPS.

5.3.6 Utilize intelligence gathered through our expanded Campus Liaison and Subject Specialist programs to customize reference, research, and consultation services to best meet user needs.

5.3.7 Engage students in building collections, peer-to-peer initiatives, and programmatic activities both to educate and to build community.

5.4 Enhance the colleges' academic stature

Actions
5.4.1 Increase the number of faculty and student publications deposited in Scholarship@Claremont (our institutional repository)
5.4.2 Improve the discoverability of and increase ease of access to publications deposited in Scholarship@Claremont
5.4.3 Increase the quality and impact of the journals we publish digitally via Scholarship@Claremont

6. Cultivate and manage information resources, services, physical and virtual spaces, and human resources within a sustainable financial model

Goals
6.1 Preserve information resources as a responsible steward of campus resources

Actions
6.1.1 Build a high-density ASRS (BookBot) facility adjacent to H/M to store, preserve, and provide fast access to less frequently used print materials. The BookBot will demonstrate the library’s deep commitment to a long-term future for print collections at TCC. It will allow us to vacate the Records Center, a leased offsite storage facility in Upland, generating considerable savings over the long-term. The BookBot will also facilitate our transferring less frequently used print and other analog materials (including special collections) from H/M for preservation and storage. This will enable us to present print collections in more attractive, less-crowded, browsable spaces within H/M. It will also facilitate further development of new research, teaching, learning, and study spaces within the library.
6.1.2 Partner with the colleges to formally assume administration of their historical archives. Provide our partners with analog and digital storage, preservation, processing, metadata creation, digitization, reference and research consultation, and instructional services.
6.1.3 Prioritize the creation of a Preservation Librarian position. Develop additional capacity to support the preservation and conservation of both analog and digital collections.

6.1.4 Create a Preservation Lab as part of the BookBot building project, confirming our commitment to the importance of the sustainability of our collections.

6.2 Expand opportunities for faculty and students to contribute to building the library's information resources.

Actions

6.2.1 Increase user-centered information resources by expanding purchase-on-demand for both analog and digital materials.

6.2.2 Increase the percentage of filled requests for purchases and new subscriptions.

6.2.3 Partner with faculty to further develop our primary resources (see also 1.3.3 above).

6.3 Increase access to non-owned resources.

Actions

6.3.1 Increase the discoverability and availability of information resources we do not own through deeper engagement in consortial resource-sharing activities.

6.3.2 Increase our level of support for and participation in open access initiatives.

6.3.3 Expand opportunities for access to low-use digital materials on a short-term loan basis.

6.4 Engage in innovative and sustainable organizational development that will improve recruitment, retention, professional growth, inclusivity, and morale, while contributing to the profession.

Actions

6.4.1 Create a librarian series and staff classification system.

6.4.2 Instigate annual awards for best employee and best team performance.

6.4.3 Support employees wishing to pursue the Master of Library and Information Science (MLIS) degree through financial assistance and/or paid leave.

6.4.4 Commence a post-MLIS diversity internship program.

6.4.5 Participate in the Council on Library and Information Resources (CLIR) Postdoctoral Fellowship Program.

7. Partner with the colleges and the CUC to determine, attain, and sustain the funding required for this plan to succeed.

Goals

7.1 Collaborating closely with CUC Business Affairs, determine library macro-budget proposals and activities that are aligned to this five-year plan.
Action
7.1.1 Develop an “As-Is to Should-Be” gap analysis for budget planning

7.2 Partner with the colleges to develop a new advancement capacity for the library that will further the strategic plan and directly benefit the consortium

Actions
7.2.1 Prioritize the creation of an Advancement Officer position for the library
7.2.2 Develop a fundraising plan to support the building of the BookBot
7.2.3 Collaborate closely with advancement officers from the colleges that are assigned to the CPET, DH, EA, IC, MMUF, and Teagle awards to develop fundraising plans to support the costs of creating the new spaces outlined in 4.3.11 above
7.2.4 Articulate and actively partner with the colleges in pursuit of additional fundraising opportunities for the library that support financial stability and sustainability. These will include foundation and government grants and awards; individual, corporate, and planned giving; and building endowment