2012 Strategic Plan

Klamath Woman (1923)

TEAM MUSTACHE
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LI805
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EXECUTIVE SUMMARY

The Abigail Scott-Duniway Library (ASDL) of Columbia Community College (CCC) has long supported diversity and local cultural heritage. To that end, we have built a small but significant collection of local Native American artifacts relevant to the Latgawa, Klamath, and Takelma tribes. Although open to the public, we feel this collection would better serve the community and the library if it were made more accessible through digitization.

Team Mustache will use the planned retirement of the current head librarian as an opportunity to reorient the library. Specifically, the cataloging and technical services departments will be restructured with a focus on digital environments.

That being said, Team Mustache has developed two primary goals to be completed in the next three years. They are as follows:

I. Streamline management to be more supportive of the incorporation of new technologies.
   a. Reorganize the staff of current access and technical services departments
   b. Hire at least one new staff member with extensive experience in digital initiatives.

II. In an effort to raise awareness of local culture and heritage, as well as the library, Team Mustache will commence digitization of the library’s collection of local Native American artifacts.
   a. Assess technological needs.
   b. Assess funding needs.

In order to move forward we must first reflect on the possible problems, which may arise during the course of this project. For instance, the ASDL must take into consideration funding, possible gaps in technology, as well as the reassessment of the organizational structure of the library. These issues, as well those of long-term maintenance, will be discussed in greater detail in the latter sections of this strategic plan. The implementation of these goals requires an enormous amount of change in regard to employee workflow, responsibilities, and managerial structure. All of these issues emphasize the importance of creating a well-organized strategic plan, which we hope to do in the following pages.
Organizational Profile

Community

Columbia Community College was founded in 1970. It is a 2-year, public institution serving a diverse population of over 20,000 students, who are disbursed among three campuses in Oregon. These include the main site, Wolf Point, located in Franklin, Rock Creek in Margrave, and Alder Grove in Smithsburg. Situated on 80 acres, the Wolf Point campus, along with the Abigail Scott-Duniway Library, is located approximately 5 miles west of the city of Franklin. Once almost solely dependent on logging to support the local economy, Franklin now celebrates a diverse workforce with a variety of employment opportunities. However, the changing economic environment demands the development of new skills among community members, and CCC is proud to facilitate that learning process.

Institutional Changes

In recent years, and in response to the changing needs of busy students, Columbia Community College has moved toward including more online classes and webinars in the course catalog. As can be imagined, this shift has created greater demand for electronically accessible library materials and resources; thus far, we have been able to accommodate that need. However, in an effort to create a comprehensive digital collection, representative of our library, we feel that digitization of the ASDL archival material’s is the next step. Together with support from CCC, and the surrounding community, Team Mustache will begin digitizing the library’s collection of Native American artifacts.

The Organization

The planned retirement of the current Head Librarian has prompted a reorganization of the existing managerial structure at the Abigail Scott-Duniway Library (Appendix C & D). Consequently, the Head Librarian position will be split into two units. The new hierarchy will consist of a Head of Access Services Librarian and a Head of Technical Services Librarian, and they will directly report to the Library Director. In light of these changes, and given the library’s small size, some employees will be taking on multiple roles within the institution. For instance, the current Reference Services Librarian will also retain the responsibilities of the new Head of Access Services position. Additionally, the current Cataloging and Classification Specialist will also act as the new Head of Technical Services Librarian. Included in this restructuring is the creation of a temporary position within the archival department. This new position in the archival department; Native American Subject Specialist, will be filled by the current Social Sciences Librarian, who will be splitting his time between the two positions. Finally, a completely new position of Digital Initiatives Librarian will be created within the acquisitions department to aid with the upcoming project as well as any subsequent digital initiatives.
GUIDING VALUES

The Abigail Scott-Duniway Library (established in 1971) strives to support the mission of Columbia Community College by facilitating increased graduate employability as well as promoting social responsibility, cultural diversity, and educational innovation.

In order to uphold these standards, the library adheres to five guiding values centered on:

Community
Maintaining a supportive role in the community, both on campus and off.

Accessibility
Commitment to providing quality, peer-reviewed resources to students, faculty and staff, with a focus on ease of access and usability.

Integrity
Fostering an environment of respect for, both, people and resources.

Preservation
Safeguarding culturally and historically significant materials for future generations.

Instruction
Creating a safe learning environment where students feel free to ask questions, and engage with information critically and creatively.

It is of the opinion of Team Mustache that none of our values will be compromised for the sake of the digitization project. Indeed, in order to uphold these standards we must proceed with the project.

MISSION

The Abigail Scott-Duniway Library is dedicated to supporting community needs through quality educational, civic, and cultural experiences.
PREPARATION AND PLANNING

LIBRARY MANAGEMENT TEAM

Because this is a community college, our library staff is small and our budget is limited. Currently, the Archivist who oversees the collection of Native American artifacts works part-time, and many of the other full time Librarians and library staff members fill multiple roles within the library.

For the purposes of this task, the library will be drawing from its own resources in order to save money, by utilizing the collective knowledge of those who work here. With the exception of one or two contracted specialists, the library management team will consist of current employees, including faculty.

Because this task is two-fold, the Library Management Team will be split into two separate teams, the Hiring Team, and the Digitization Implementation Team. The Library Director, along with the Human Resource Specialist, and Head Librarian, will oversee the hiring of a qualified digitization specialist. And the Library Director, along with the Head of Technical Services, and the Archivist will oversee the digitization project, including but not limited to, installation of digitization hardware and software, selection of artifacts for digitization, and online publication.

Other members of the library management team will include subject specialists on Native American artifacts and history, and archival digitization, the Acquisition and Processing Specialist, one Librarian, one faculty member, the Library Director, and the Library Manager.

<table>
<thead>
<tr>
<th>Hiring Team</th>
<th>Digitization Implementation Team</th>
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<tbody>
<tr>
<td><strong>Team Leader</strong></td>
<td><strong>Team Leader</strong></td>
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<tr>
<td>Human Resource Specialist</td>
<td>Archivist</td>
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<tr>
<td><strong>Team Members</strong></td>
<td><strong>Team Members</strong></td>
</tr>
<tr>
<td>Archivist</td>
<td>Native American Subject Specialist</td>
</tr>
<tr>
<td>Head Librarian</td>
<td>Digital Initiatives Librarian</td>
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<tr>
<td>Faculty</td>
<td>Acquisition and Processing Librarian</td>
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<tr>
<td>Librarian</td>
<td>Library Director</td>
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<tr>
<td>Library Director</td>
<td>Technical Services Librarian</td>
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*Note: See Appendix A and B for organizational charts of both the hiring and digitization teams.*

Each individual that has been chosen for this strategic planning team has familiarity with some aspect of this project. Therefore the collective knowledge of each person chosen will help to make the best decision.

The reason for each team member’s involvement is as follows:
• The Archivist has been chosen to participate in this strategic planning team because s/he has familiarity with the collection being digitized, experience working with archive materials, some knowledge and experience with digitization, and will work directly with the new Digital Initiatives Librarian.

• The Subject Specialist on Native American artifacts and history, who may or may not be a faculty member, will be involved in this team because s/he has special knowledge about the collection that will be useful when selecting objects for digitization, and educating the implementation team on proper handling.

• Working under the Archivist, the Digital Initiatives Librarian will be doing the technical work of digitizing selected items of the collection for online publication, as well as overseeing the long-term maintenance of digital material.

• The Acquisition and Processing Specialist will be involved in the strategic planning team because s/he has some familiarity with the collection, and has knowledge about the organization of archival material, and proper handling.

• One Librarian and one Faculty member will be helping with the hiring of the Digital Initiatives Librarian because they will, in some capacity, work with them. Also, their participation will help keep others who they are representing informed of the current changes taking place in the library.

• As the head of the library, the involvement of the Library Director is essential. The Library Directors familiarity with the collection, as well as his/her experience managing and hiring new employees will provide useful insight.

• And finally a Human Resource Specialist will be involved for the purposes of hiring a qualified Digital Initiatives Librarian because of their knowledge and experience in this area.

Besides contributing his or her expertise and knowledge, each individual will be contributing in some way to the success of the team, by playing an important task management or team maintenance role.

The placement of team members in a task management or team maintenance role will depend upon their personal competencies and strengths. Task management roles include team leader, moderator, secretary/time keeper, facilitator, and interviewers. Those who are not in a task management role will participate in mediation and team building initiatives. These roles may be fixed or rotating.
According to Stueart and Moran (2007) team maintenance roles include individuals who harmonize the team in order to “keep conflict and tension at a minimum” (p. 399). Act as gatekeepers, ensuring “that all team members have an opportunity to express their opinions…[and] encourage others” (p. 399), participate in bridge building activities that “bring opposing views together” (p. 399), and help facilitate compromise where needed.

**PLANNING FACTORS**

*Limiting Factors*

*Library funding.* While seeking additional funding is a possible pathway to pursue, the administration assumes that no additional funding will be available to implement this initiative.

*Technology.* The library owns adequate computers and peripheral hardware and software for current library needs, but will require additional, specialized equipment for this initiative, including a scanner, photographic equipment, and digital collection management software, as well as server space on which to host the collection.

*Staff.* This initiative assumes hiring at least one new staff member, but additional staffing will be required.

*Long-term planning.* Provisions must be made for the long-term management, maintenance, and upkeep of this digital collection once it is complete.

*Positive Factors*

*Planned staff changes.* The retirement of a longstanding employee creates an opportunity to reorganize some aspects of the library, including a re-envisioning of the technical services and cataloging units in a more digitally minded direction. It also permits re-allocation of that funding toward a new staff position and related equipment.

*Time.* While this plan covers a specific schedule, taking place over the next three years, the actual time required to complete the project is open-ended and flexible as needed.

*Copyright and ownership.* The parent institution currently owns copyright for all items to be included in the digital collection. No additional time or money is required for copyright clearance and permissions.
Institutional and community support. Both our parent institution, including the student body, and the surrounding community have voiced strong support for this initiative. This could be beneficial in terms of attracting donations, funding, or volunteer support in the process of building this collection.
CURRENT REALITY

ENVIRONMENTAL SCAN

The unique community in which the Abigail Scott-Duniway Library of Columbia Community College is situated requires that the library reflect the surroundings. The college is in a rural area with a limited group of patrons. In the hopes to expand and diversify the users of the library, a digital environment must be created. Not only can this expansion include students that are unfamiliar with the library but also community groups that do not make use of the library. An online environment can also attract users nationally and worldwide to view the unique collection. As a smaller community, Team Mustache has established that a wide range of patrons is needed in order to sustain development and promote literacy about the Latgawa, Klamath, and Takelma tribes.

Digitization itself is not a new concept or trend but is having a great influence on the ASDL. In the past, digitization was reserved to documents and the digitization of Native American artifacts is a new project that reflects the trends in electronic resources. Since objects are not easily accessible, patrons have had very little chance to see these artifacts outside of special exhibits in the library. By making information and images about them available online, patrons will be able to access them at any time and from their own homes. Time constraints will also be eliminated for patrons requesting to see items that are stored away. By making the digital files available to all, the time taken to find items will be reduced. Information about the items will also be more accessible and consistent with the application of standardized and reliable metadata.

Implementing a strategic plan is of utmost importance to the ASDL. The costs will be significant but the retirement of the current head librarian provides the perfect opportunity to restructure without causing too much discomfort to continuing employees. Being strategic will ensure that all employees have a chance to participate in the changes that are to come. They will also be aware of the changes and their input is valued. “Group decision making requires a great deal of time, energy, and therefore, money” (Stueart, p. 89, 2007). Establishing that the library has a problem in their digital collections was the first step in being strategic. Ignoring this problem would not cost the community monetarily but would deny them the knowledge of their history and culture. Not using a strategic method could also cause problems in such a small community. Team Mustache is aware of the costs but since we are working with such a small community it is important to consider the opinions of the members of the library. Failing to do so would undermine the work and goals that we are striving for.
The core internal strength of the Abigail Scott-Duniway Library at Columbia Community College is our community. Although we consider this an advantage, there are times when it can be considered a weakness. Its small size makes for a tight knit group of librarians that have common goals and that care for the interests of the patrons but it also means that resources are often limited and consensus among all parties cannot always be achieved. With the reconstruction of the department we hope to strengthen our institution further by creating an environment where more people are involved in larger projects such as the digital project initiative. Another strength is our willingness to take time to achieve our goals. Although we have a tentative timeline of three years we are willing to be flexible with it. We are not interested in rushing the process and would rather focus on accomplishing the task. Along with our internal strength we also have the complete support of the community in making the artifacts available digitally. It is important for all that the Native American artifacts be shared with the community. This support also paves the way for other possible projects of this nature in the future. Funding is also an external and internal threat to the project. Internally the budget will not accommodate for any additional expenses. Due to this fact, external funding may be needed to complete the project. The support of our community will be a great asset in this endeavor but the administration is assuming that no funding will be available.

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<th>Positive</th>
<th>Negative</th>
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<td><strong>Internal</strong></td>
<td><strong>Strengths</strong></td>
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<td></td>
<td>• Participation from the community</td>
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<td></td>
<td>• Small size</td>
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<td></td>
<td>• Dedicated staff</td>
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<td></td>
<td>• Involvement by all members</td>
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<td></td>
<td>• Flexible timeline</td>
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<td></td>
<td>• Restructuring to accommodate the project</td>
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<td></td>
<td><strong>Weaknesses</strong></td>
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<td></td>
<td>• Small size</td>
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<td></td>
<td>• Limited resources due to size</td>
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<td></td>
<td>• Consensus among all parties is difficult to achieve</td>
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<td></td>
<td>• Low funding</td>
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<td></td>
<td>• Community involvement</td>
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<td></td>
<td>• Enthusiasm about the subject by the community</td>
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<td></td>
<td>• Increased patron activity due to excitement over new resources and convenience</td>
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<td></td>
<td><strong>Threats</strong></td>
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<tr>
<td></td>
<td>• Funding may need to come from external sources</td>
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<td>• Patrons will need to adjust to changes in the library staff and website.</td>
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ORGANIZATIONAL PERFORMANCE

Currently at Abigail Scott-Duniway Library we are implementing a digitization of our collection of local Native American artifacts. Our head librarian is retiring, and with her departure we are going to streamline our management structure to better incorporate new technologies, and to facilitate this and future digitization projects. Our time frame is open-ended for the digitization project, but we have very specific needs in regards to the hiring and restructuring of staff. Because of this a timeline has been conceived that takes place over the next three years. The project itself may take longer, but the basis for completing it will need to be on-target and on time.

- With the retiring of our Head Librarian, ASDL will not replace the position. Instead we will hire a Digitization Archivist within the next two months.

- During the next six months we will begin a restructuring of the current librarian positions to reflect a more technological stance. Some titles will be altered and some job descriptions will be changed. This will be done because, while we have many of the tools and technological tools available at our library, none of the staff have been trained and/or being utilizing these instruments. This has been happening across the board with instruction, reference, technical services, and access services.

- Abigail Scott-Duniway Library’s current reality is that, as a community college in a relatively rural area, we are responsible for creating an environment that is instructing and leading its students in an up-to-date and forward thinking manner.

- In the same vein, we wish to cultivate and cherish its cultural heritage. The staff will be highly trained and confident in utilizing the new technology in ways that will benefit the community. This includes, but is not limited, to the digitization of the ASDL Native American collection. This collection will be digitized to ensure preservation while allowing it to be viewed by a broader audience.

GAP ANALYSIS

The librarians of Abigail Scott-Duniway library have been very proactive in the acquisition of new technology. Computers and modules are kept up-to-date and there is an active distance-learning program. However, the staff has not been utilizing said technology, either with projects or for information literacy instruction. There has also been no training for part-time or classified employees. If only one or two librarians are proficient with new software or hardware than we are clearly not utilizing the purchased equipment efficiently.
The community of Columbia, Oregon is a very rural and agriculturally minded city that has been the home to many Native American tribes. These tribes include the Latgawa, Klamath, and Takelma and have long held important cultural importance to our community. Columbia Community College has held a collection of artifacts from all three of these tribes since their donation in the 1970’s. Because of the frailty of these items and the cultural and historical importance, they are housed away from students and staff. They are brought out only on special occasions. Our parent institution, student body, and the surrounding community have expressed a desire to see this collection become an emblem of Columbia Community College. The digitization of our private collection could be beneficial in attracting donations and funding. It would also strengthen community bonds.
NEW PRIORITIES

STRAEGIC PROFILE

Our team based our research and development of this strategic plan on other similar academic libraries digitization efforts; including Hannon Library’s effort to digitize their historical photographs. Archives within an academic library need to be presented and packaged in a way that compliments student success and highlights the community’s history or culture. In the future many of these collections will be fully digital or have a digital aspect to them. In a way, letting a collection be digital opens up its availability and usability to a much wider audience. Currently, the Native American collection that is housed within our library is a hidden treasure. Brought out at special times during the year but then is quickly put back away. With the digitization in place, the collection can be viewed and used by a broader audience and at all times.

FUTURE VISION

Beyond the scope of the near future fulfillment of a complete digital Native American collection, we at ASD wish to continue with the technological advancements and training the present staff reorganization was intended to elicit. This includes, but is not limited to:

• Training of all staff in the library’s current technology.
• Providing future training opportunities on new and emerging technologies.
• Implement an outreach program to all faculty
• Make it a priority that a librarian attend annual conferences and symposiums
• Bolster information literacy classes
• Begin an internship program with an emphasis on mentoring

If we are able to follow through with these goals the library department will be a much more respected and influential member of our institution, as well as the library community at large. We will have librarians that are knowledgeable and able to carry that knowledge out to the students and faculty. The librarians will be supported and encouraged to enhance their profession by publishing articles and presenting at conferences. This is compelling because currently we have no tenure opportunities for our librarians and the introduction of a support system and the institutions faith in the library’s importance could perhaps change the way of things. Also, with the introduction of a more technology friendly library staff the future campus and community digitization projects are enticing. Given this new outlook and compelling future opportunities and goals the Abigail Scott-Duniway library should look to redefine and readdress their mission statement. This new mission would be:
STRATEGIC INITIATIVES

GOAL 1

Goal: Implement a re-organization of the library

Objective: The library will be re-organized to facilitate a more digitally oriented collection

Initiative 1: The library will create a new organizational structure that re-allocates responsibilities among current staff members and assigns new responsibilities as needed.

Initiative 2: A new staff member will be hired to fill the position of Digital Initiatives Librarian

Initiative 3: Upon the retirement of the current Head Librarian, the new organizational structure will take effect and a new position, Digital Initiatives Librarian, will be created.

GOAL 2

Goal: Implement digitization of the library’s Native American documents and artifacts

Objective: Native American collection will be made more accessible to the public as a digital collection

Initiative 1: Technology needs will be assessed and filled

Initiative 2: Existing staff will be trained as necessary to assist in the development of the digital collection

Initiative 3: Plans for the storage and long-term maintenance of the digital collection will be created

Initiative 4: Digitization of the Native American collection will be performed, and the digital collection will be designed and implemented

Initiative 5: Digital Collection will be tested and assessed

Initiative 6: Promotional campaign targeting the general public and Native American community will be implemented
ACTION PLAN

Goal 1: Implement a re-organization of the library

INITIATIVE ONE:
Library will create a new organizational structure that re-allocates responsibilities among current staff members and assigns new responsibilities as needed

Responsibilities:
- It will be the responsibility of the Hiring Team to organize and implement the re-organization of the current library structure. Help and cooperation from other staff members will also be necessary.

Steps:
- Identify current responsibilities and administrative domains across the library
- Identify new responsibilities created by the digitization initiative
- Realign organizational chart to accommodate the removal of the Head Librarian position, allocation of responsibility to new top-level management positions, and organization of the library’s staff into Access Services and Technical Services departments

Timeline:
- 6 months

Resources:
- Time
- People
- Meeting Space

Results:
- The re-organization of the existing managerial structure will result in the formation of two Head Librarian positions; Head of Access Services, and Head of Technical Services, and the separation of the current library organization into two units; access services, and technical services.

INITIATIVE TWO:
Hiring a new staff member to fill the position of Digital Initiatives Librarian
Responsibilities:
• It will be the responsibility of the Hiring Team to seek, interview, and hire a new Digital Initiatives Librarian.

Steps:
• Create a job description for the position of Digitization Specialist
• Post notice of position opening and promote posting among the library community
• Collect and/or screen a pool of at least 10 and no more than 20 qualified applicants
• Conduct initial interviews to reduce the total pool to 3 finalists
• Conduct second interviews on-site, including presentation to current library staff
• Produce job offer for finalists in order of preference
• Formally hire new staff member and arrange orientation period

Timeline:
• 2 months

Resources:
• Time
• People
• Money
• Job Description
• Advertising
  – Online
  – Print
• Meeting Space

Results:
• Filling the position of Digital Initiatives Librarian

INITIATIVE THREE:

Upon the Retirement of the current Head Librarian, the new organizational structure will take effect and a new position, Digital Initiatives Librarian, will be created.

Responsibilities:
• It will be the responsibility of the Hiring Team to implement the new organizational structure, and conduct orientations for current staff who have taken on new roles, and the new Digital Initiatives Librarian
Steps:
- In the month prior to change-over, implement a 28-day transitional period for the orientation of staff members to any new responsibilities
- Create plans for any necessary relocation of office or work spaces
- Determine a start date for the new organizational structure
- Plan staff meetings immediately prior to, and two weeks after, the new organizational start date
- Implement a 28-day follow-up plan beginning on the organizational start date to address any issues or problems that arise

Timeline:
- 1-2 months

Resources:
- Time
- People
- Money
- Meeting Space
- Office Space Materials
  - Desk
  - Chair
  - Computer
  - Other miscellaneous office items

Results:
- Implementation of the new library structure
- Orientation of current and new library staff

Goal 2: Implement the digitization of the library’s collection of Native American documents and artifacts.

Initiative One:
Technology needs will be assessed and filled

Responsibilities:
- It will be the responsibility of the Digitization Implementation Team to assess and fill the library’s technology needs

Steps:
• Library Director will provide a budget for the acquisition of new equipment.
• Head Technical Services Librarian and Digitization Specialist will work together to determine what new equipment, computer hardware, and software will be needed to successfully produce the collection and to fulfill those needs within the stated budget.
• A list of necessary items will be presented to Library Director for purchasing approval.
• Upon approval, items will be purchased, installed, and tested.

Timeline:
• 6 months

Resources:
• Time
• People
• Money

Results:
• The library will have the technology necessary to begin digitization of the Native American collection

**INITIATIVE TWO:**

Existing staff will be trained as necessary to assist in the development of the digital collection

**Responsibilities:**

• It will be the responsibility of the Digitization Implementation Team to train staff as needed for the benefit of the digitization effort

**Steps:**

• Head Technical Services Librarian and Digital Initiatives Librarian will determine training needs for existing staff members and design a training schedule as necessary.
• Head Technical Services Librarian and Digital Initiatives Librarian will conduct training sessions.
• Head Technical Services Librarian and Digital Initiatives Librarian will conduct support and follow-up as needed.

**Timeline:**

• 6 months

**Resources:**
• Time
• People
• Meeting Space

Results:
• The library will have team of people capable of developing a digital collection

INITIATIVE THREE:
Plans for the storage and long-term maintenance of the digital collection will be created

Responsibilities:
• It will be the responsibility of the Digitization Implementation Team to make plans for the storage and long-term maintenance of the digital collection

Steps:
• Head Technical Services Librarian will arrange server space for the collection with Columbia Community College IT department
• Head Technical Services Librarian will arrange for ongoing support from Columbia Community College IT department or third-party vendors as required
• Head Technical Services Librarian and Digital Initiatives Librarian will develop an initial plan for long-term maintenance of the collection, including hardware and software updates, file maintenance processes and schedules, and a process for ongoing assessment of collection and technology needs

Timeline:
• 6 months

Resources:
• Time
• People
• Money
• Meeting Space

Results:
• The library will be prepared to publish the digital collection online, and establish safeguards for its long-term survival
INITIATIVE FOUR:

Digitization of the Native American collection will be performed, and the digital collection will be designed and implemented.

Responsibilities:
- It will be the responsibility of the Digitization Implementation Team to oversee the digitization of the Native American collection.

Steps:
- The Digitization Implementation Team will assess the current contents of the collection and design an initial outline for the digital collection.
- Photography of three-dimensional items will be produced.
- Two-dimensional items will be assessed for preservation needs; fragile items will be photographed at the Archivists discretion.
- All representative collection items will be organized by the Archivist and the Archives Assistant.
- The Digital Initiatives Librarian will determine a metadata scheme for the collection and produce a Document Type Definition.
- A timeline for collection digitization will be determined by the Head Technical Services Librarian and the Digital Initiatives Librarian.
- All representative collection items will be scanned by the Digital Initiatives Librarian and supporting staff members.
- Digital Initiatives Librarian and supporting staff members will write metadata for each collection item.
- Head Technical Services Librarian and Digital Initiatives Librarian will determine accessibility standards and assessment criteria for final collection.
- Head Technical Services Librarian and Digital Initiatives Librarian will design a web interface for the collection.
- Digital Initiatives Librarian will develop and implement the web interface.

Timeline:
- Minimum 3 years, no maximum.

Resources:
- Time
- People
- Meeting Space
- Digitization Technology
  - Software
  - Hardware
Results:
• An digital collection of the library’s Native American documents and Artifacts

INITIATIVE FIVE:
Digital Collection will be tested and assessed

Responsibilities:
• It will be the responsibility of the Digitization Implementation Team to oversee the testing and assessment of the digital collection following its implementation

Steps:
• Head Technical Services Librarian and Digital Initiatives Librarian will perform an initial round of testing of the collection
• Digital Outreach Coordinator and Digital Initiatives Librarian will design and implement a round of user testing of the collection and assess results
• Digital Initiatives Librarian will implement any necessary changes
• Digital Outreach Coordinator and Digital Initiatives Librarian will implement a final round of user testing
• Digital Outreach Coordinator will determine a roll-out date and process for the digital collection

Timeline:
• 3 months

Resources:
• Time
• People
• Meeting Space
• Testing Materials
  – Hardware

Results:
• Digital collection will be ready for online publication

INITIATIVE SIX:
Promotional campaign targeting the general public and Native American community will be implemented

Responsibilities:
• It will be the responsibility of the Digitization Implementation Team to oversee the promotional campaign of the library’s digital collection

Steps:
• Digital Outreach Coordinator will develop an outreach initiative to promote awareness of the digital collection in the community.
• Reference Services Librarian will develop an initiative to promote awareness of the digital collection among library users.
• Native American Subject Specialist will develop an initiative to promote awareness of the digital collection within the Columbia Community College academic organization.
• Digital Outreach Coordinator will develop assessment procedures to gauge user awareness of the digital collection

Timeline:
• 3-6 months

Resources:
• Time
• People
• Money
• Promotional Materials
  – Online
  – Print
• Use assessment software

Results:
• Digital collection will be in use
## Budget

<table>
<thead>
<tr>
<th>2012 Strategic Plan Budget</th>
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<tbody>
<tr>
<td><strong>Recruiting Expenses</strong></td>
</tr>
<tr>
<td>Replaced Work Hours</td>
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<tr>
<td>Workspace Furnishings</td>
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<tr>
<td><strong>Digitizing Expenses</strong></td>
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<tr>
<td>Digitization Suite</td>
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<td>CONTENTdm</td>
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<tr>
<td><strong>TOTAL</strong></td>
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SYNERGIES

It is clear that the expertise provided by a digitization specialist is needed in order for the library to move forward with the digitization process. Therefore, Initiative 1, the reorganization of library management and the appointment of a digitization specialist, must be completed prior to the commencement of Initiative 2. This step should significantly limit any unnecessary use of library resources and enable the project to progress more efficiently.

RESOURCE CONFLICTS

Due to ever-present funding limitations it is not unreasonable to assume that some future conflict may arise in the process of completing and maintaining the aforementioned project. However, the timely retirement of a member of management combined with Team Mustache’s skilled reorganization of the current managerial structure has provided enough flexibility within the library’s budget to see both initiatives through to fruition.

In the event that funding is depleted more rapidly than originally estimated, the library will turn to the community in the form of fundraising as well as the utilization of volunteer services.

MONITORING PROGRESS

- All goals and initiatives will be assigned completion dates.
- During the course of reorganization and hiring, regular staff meetings will take place to gauge progress and discuss any concerns.
- After the onset of the digitization project, monthly meetings will be held to determine progress and any setbacks that have occurred.
- Ongoing budget evaluations will occur throughout process.
- Once the digital collection is complete, assessment tools will be created to measure user responsiveness.
- The library will participate in yearly, institution-wide meetings to discuss progress.
- After each goal is complete, a follow up plan will be put into effect that addresses any issues that may have developed.
CONTINGENCIES

The careful strategic planning of Team Mustache will hopefully enable the successful implementation of the project, but we must be prepared for developments beyond our control or predictions.

Funding

As we do not expect to have additional funding, we are relying on the budget that has been reworked and modified as we reorganize the staff as described earlier. If funding does not cover the expenses of this new project, we will be unable to continue, as we must ensure that all regular functions of the library are met before adding new expenses. If funding does become a problem, we will count on the support of the community to add to the funds that we have available. Some community fundraising or participation could be useful in this situation. We may also be able to find reliable volunteers from different higher education programs in the area to help with parts of the digitization project. Being that much of the work can be done online and from home, this may create some opportunities for collaboration. Team mustache had hoped to avoid relying on grants or additional funding for this project but if necessary grant applications could be an option for additional resources to continue the project. Unfortunately, lack of funding has a higher likelihood of occurring than other contingencies but the options above, as well as our flexibility with the timeline will enable us to continue if at a slower pace than intended.

Community Support

Another contingency that would have a tremendous impact on the project would be the loss of community support. This is not likely to occur since the project had been well received by the community, but is important to consider nonetheless. Their continued support is crucial to the popularity of the project as well as possible funding as mentioned above. Without this support the project cannot continue nor would there be a need to since they are a primary reason in creating the digital collection. We do not expect this to occur, but the presentation of the strategic plan will enforce the importance of the project with the library staff and the community. We must also be careful to ensure that the dramatic changes we are making to the organization of the library, are accepted by the current staff. The evolution of certain positions is predicted to be well received, but we must ensure that the transition is smooth. Our flexible timeline will give us the time to adapt and adjust to the new organization. Participation in the strategic plan and the implementation of the steps will also make sure that current staff are informed and part of the process. Due to this foresight it is unlikely that their support will be lost.
CONCLUDING REMARKS

The Abigail Scott-Duniway Library of Columbia Community College has been an important part of the community for over four decades. Our roles are constantly evolving and it is time we plan for the future of our libraries. Our commitment to supporting the community through various functions needs to be maintained. Our unique collection of Native American artifacts is currently open to the public but infrequently used. The changes we propose to make will enable a larger audience to see the collection and celebrate our cultural history. Not only will the community be able to access the materials more easily, but it will also become available around the world through the digitization process.

Our strategic plan suggests a restructuring of the library staff. Although a dramatic change from previous operations, we are confident that the new structure will benefit all involved. Not only will staff grow in their positions, but the community will also gain a new resource. We are aware that an adaptation period will be needed and our timeline is flexible to accommodate this. The staff is well informed about the strategic plan and being such a small community has garnered much support from people outside of the library. We are prepared for this transition and we are fully aware that we cannot predict the actual outcomes of the changes we are implementing. That being said, we feel strongly that our guiding values of accessibility, integrity, community, preservation, and instruction will enable the project to be successful. We look forward to the changes ahead.
REFERENCES


APPENDIX B
DIGITIZATION IMPLEMENTATION TEAM

Library Director

Head of Technical Services

Archivist

Native American Subject Specialist

Acquisitions and Processing Librarian

Digital Initiatives Librarian
APPENDIX D
PROPOSED LIBRARY ORGANIZATION

Library Director

- Head Access Services Librarian
  - Archives Manager
  - Reference Services Librarian
  - Circulation Manager

- Head Technical Services Librarian
  - Acquisitions And Processing Specialist
  - Cataloging & Classification Specialist

- Administrative Support

- Archives Assistant
  - Temporary Position: Native American Subject Specialist

- Digital Outreach Coordinator
  - Math and Sciences Subject Specialist

- Interlibrary Loan Supervisor
  - Interlibrary Loan Clerk

- Serials Receiving and Maintenance Technician
  - Digitization Specialist

- Social Sciences Subject Specialist

- Circulation Assistant 1

- Circulation Assistant 2

Temporary Position: Native American Subject Specialist
STRATEGIC PLAN TEAM RETROSPECTIVE
LI805
MANAGEMENT AND INFORMATION ORGANIZATIONS

CAROLYNE BEGIN
MAGGIE CHAMBERLIN
AMY FRAZIER
JESSIE GORTON
JAKI KING

OCTOBER 31, 2012
Learning to work as a team can bring challenges. Luckily, the members of Team Mustache had similar goals and interests. The first decision to be made was regarding the kind of institution we would be creating the strategic plan for. Our first team meeting decided that an academic institution would benefit us all in the learning process. We all have experience in this setting and felt that we could use our knowledge to our benefit. Archives are also an interest of the group as is emerging technology in digital libraries so we decided to combine them in making a strategic plan for an academic library wanting to create a new digital library. This first step was an important one and took us some time to refine. Once it was decided, the task of creating the written document could begin.

One of the best strategic decisions we made was to split the assigned document into two parts. It enabled us to have concrete deadlines and a realistic overview of the tasks at hand. It also distributed the writing in such a way that it was impossible to wait until the last minute to complete the assignment. This created a natural evolution to the plan. Our next major decision was to decide the contents of our new digital collection. A smaller community college was decided on in a more rural environment. A collection of Native American artifacts was chosen as the items to be digitized. We also decided that the library was going through a staffing transition. A flexible timeline was also an important factor in our strategic plan. We did not want the project to be rushed considering the major changes we were implementing in the library. This would enable us to make the changes required for the project while exploring different library structures. We realized that a smaller library may cause some problems, but felt strongly that the goals that we valued would fit perfectly to our smaller institution. These goals were the foundation of the document and made a large impact on the decisions we made as we wrote our strategic plan. They were kept in consideration by all members when contributing their parts to the plan. Once these initial decisions were made, we focused on individual work as it was dispersed in our first team meeting.

Trying to coordinate schedules between five people was not an easy task therefore almost all communication was done through email. Members stayed on task and focused throughout the process and helped each other when need arose. The acts of “performing” were primarily done alone but having a strong team enabled us to trust that the work would be done. An important step that was used by all members at some point in the process was getting other members of the team to review their sections. This gave important insight into all of the sections and also ensured that they flowed cohesively. Relying on team members was considered as asset to team work and it was used abundantly. Overall, creating a strategic plan was a learning experience in many ways. Working as a team always brings new challenges as does working on a new project. We were able to work together until the end.
TEAM MEETING MINUTES

SEPTEMBER 6TH, 2012

Attendance: Amy Frazier, Jaki King, Maggie Chamberlin (electronically), Carolyne Begin, Jessie Gorton

Facilitator: Jaki King

Minutes: Jessie Gorton

Decisions: Our project will focus on an academic institution. Between our first group meeting and the first class weekend, any ideas will be presented to the group via email, after individual exploration.

Next meeting scheduled during the first weekend of class, September 21-22.

SEPTEMBER 22ND, 2012

Attendance: Amy Frazier, Jaki King, Maggie Chamberlin, Carolyne Begin, and Jessie Gorton

Facilitator: Jaki King and Amy Frazier

Minutes: Jaki King

Decisions: We’ve decided to focus on a small, rural community college with a long history of Native American presence and an extensive archive. One goal will be to digitize the collection and another goal will be to hire/replace a staff member with archival/digitization know-how and to create a team for the digitization project.

During this meeting, we also split the assignment into two parts, and assigned tasks to each person. Due dates for each section were also decided upon.

Logistics: Because of our busy schedules we will be communicating mostly online via email, and through Google hangouts. The group will use Google docs to compile the plan and Prezi to formulate the presentation.