Daniel Library
Strategic Plan
2013 - 2016

1 AUGUST 2013
Vision

The Daniel Library and The Citadel Archives & Museum are the pride of The Citadel. The Library is integral to student learning, faculty scholarship, and the institution’s ability to manage information and make decisions. The Archives & Museum, as custodian of The Citadel’s past and guide to its future, is an institutional treasure with a regional and national reputation. The Library and Archives & Museum are, to the students, faculty, staff, and alumni of The Citadel, the exemplar of information leadership, collaboration, innovation, and professionalism.

Mission

The mission of the Daniel Library and The Citadel Archives & Museum is to deliver exemplary services for learning, decision support, and scholarship that inspire and excite our students, faculty, staff, administration, and alumni; to provide innovative information leadership to administrative and support units; to preserve The Citadel’s unique and important information assets; and to offer noteworthy learning experiences and professional research services to Charleston, the Lowcountry, the state of South Carolina, and beyond.

Organizational Values

We understand that our performance and behavior are guided as much by the spirit of the values as by the definition of the values.

Collaboration – We believe that the best possible results are achieved through partnerships and teamwork both on campus and throughout the scholarly community. True collaboration requires the inclusion of diverse perspectives and issues. It must also involve mutual respect and answerability. When the ideas and actions of all interested parties are considered, the whole is always greater than the sum of the parts.

Communication – We believe communication is essential to performing our mission and pursuing our vision. Communication is vital to building organizational trust and is the hallmark of respect. Communication is a multifaceted, mutually beneficial process, and the transformation of ideas is crucial to organizational advancement. We believe the initiation and articulation of ideas by people engaged in an honest, open-minded exchange result in new concepts, diverse perspectives, and organizational excellence.

Innovation – We believe that change is constant in a competitive and dynamic environment. At the heart of the truly innovative library are individuals embracing change, taking risks, and engaging with ideas beyond their comfort zone. Through the well-considered use of new models, practices, and appropriate technology, we can define the intellectual landscape and optimize The Citadel’s leadership capability. Reflecting on and assessing innovative action also strengthens our ability to examine and improve our operations, services, and policies.
Leadership - We believe in principled leadership at both the organizational and the personal level. At the center of leadership is accountability for the responsibilities we have been assigned, and the ability to expand or enhance those responsibilities whenever possible. We believe that good leadership is characterized by the ability to make decisions, take risks, and manage failure. We believe great leadership creates an environment of inspiration.

Learning – We believe that learning is central to both our institutional function and our organizational identity. By expanding our skill sets and exploring new ideas, methodologies, and technologies, we can embrace an operational model based on the constant expansion of our experiential and intellectual horizons. We believe that learning from one another and sharing knowledge in a professional manner is vital to our daily operations and will determine the course of our future.

Professionalism – We believe professionalism is a fundamental value, and well-trained, knowledgeable employees are our greatest assets. Integrity, accountability, respect, and fairness guide our performance as we strive to exemplify professionalism in everything we do.

Strategic Plan

A. Continually improve the effectiveness of library instruction and learning services in all teaching venues and through all information delivery channels

1. Optimize learning outcomes and critical thinking methodologies for all library instruction sessions. Institute a consistent and persistent library instruction assessment program
2. Integrate instructional technologies and enhance active learning whenever possible
3. Continually hone teaching and reference techniques individually and departmentally

B. Implement effective assessment tools in all facets of library programs enabling continuous improvement, innovation, and optimization of internal operations and service delivery

1. Implement a process improvement program and organizational assessment (e.g. LibQUAL) program that support continuous improvement and SACS requirements
2. Implement an enhanced performance review program with defined and measurable work outcomes
3. Develop and implement a transparent budget management process enabling optimized use of funds

C. Establish a digital center for teaching, learning, and scholarship

1. Create program supporting digital teaching and scholarship
2. Create Citadel history project providing for preservation and conservation of institutional history and information assets and the celebration of alumni achievement
3. Enhance access to and discoverability of digitized and archival collections
D. Create innovative and effective learning and working spaces that support collaboration and encourage community

1. Assess the library’s learning environment, security needs, and technology capabilities. Develop and execute improvement plan
2. Develop collaborative/active learning spaces to include a graduate student collaboratorium
3. Create collaborative office space for all library faculty

E. Present a diverse array of exemplary programs and exhibits in collaboration with other campus departments and the Lowcountry’s scholarly community

1. Establish partnerships and program schedule with all interested Citadel departments and scholarly community partners
2. Plan and execute exemplary programs for occasions such as Women’s History Month
3. Develop highly collaborative and effective marketing plan to enhance participation at all Daniel Library/community partner programs

F. Continue to seek funding through grants, revenue-producing events, and special projects

1. Develop revenue streams from “Print-On-Demand” projects, carefully considered vendor relationships, other retail product/service opportunities to include operational chargebacks, ticketed events, etc.
2. Seek grants and grant partnerships
3. Enhance oversight of all funding streams