The development and expression of this strategic plan engages the Beloit College community. At its heart is a commitment to increased communication and interaction from the library for all areas of campus to improve our capacity to direct attention and resources toward projects and activities that advance the mission of the college. To remain responsive in a time of increasing change this plan does not commit specific goals and objectives to a prescribed timeline. We have established six guiding directions we expect will carry us forward for five or more years. Appended to each direction are concrete expressions, defining expected activities. These bulleted lists are neither exhaustive nor exclusive, but leave room for additions and evolution over time.

1. **Research skills in the curriculum**: Strive to ensure one hallmark of a Beloit education is that students graduate with sophisticated research skills. Through increased teaching, research consultations, and partnerships with faculty and others increase intellectual engagement of librarians and archivists with students to help initiate them into the world of research and inquiry, build habits of mind and confidence in mastering new bodies of knowledge, raise the level of expectations of student research.
   - Thoughtfully enhance the integration of research skills into the Beloit Curriculum from the First Year Initiatives through preparation for and completion of capstone projects.
   - Experiment with and assess the efficacy of librarian/faculty collaborations around research, creative work, and innovative pedagogy.
   - Work with faculty and others to identify and develop what is distinctive about Beloit’s approach to undergraduate research. What does research mean in different disciplines? How and where do various “literacies” intersect and how should we align human resources, information tools, and collection resources to provide support and development?
   - Engage Beloit classes in conducting ethnographic studies to learn how and where students learn, and how the library (and other academic support services) can improve services and facilities.
   - Assess the efficacy of library and archives instruction in partnership with faculty committees engaged in assessing the new curriculum.

2. **Innovative partnerships across the college**: Collaborate with a wide range of colleagues to help develop distinctive and informed approaches to teaching research skills at Beloit. Play a leadership role in initiating partnerships in coordinated curricular support at Beloit, including but not limited to:
   - International students and the Office of International Education – to help students arriving in Beloit or going abroad navigate and succeed in different information environments. Help domestic students head abroad prepare for research opportunities as well as shaping and promoting information and service opportunities for international students in Beloit.
   - Liberal Arts in Practice Center – to define and develop new employment and internship opportunities within the library, support student information needs as they research careers and employment opportunities, as a support component for LAP requirements.
   - Dean of Students office – for coordinated curricular support, ethical use of information, lifelong information fluency and personal information management skills.
   - Museums and Museum Studies – for collaboration on collection development and management, research support, exhibit design, preservation planning, classroom learning, and student training.
   - Information technology – for improved integration of course and research support as well as updated spaces for formal and informal teaching, learning, and creation within the library.
   - Capstone projects – to integrate and support advanced research needs and to assist with retention and distribution of student projects.
   - Summer research programs – to develop, promote, and deliver research consultation services for students and their faculty mentors.
• Digital humanities, quantitative reasoning, and the Initiatives program – collaborate with and support faculty on the investigation and integration of new tools, resources and teaching methods.
• Labs across the curriculum – to sustain involvement in successfully developed pilot projects involving library and archives and serve as willing collaborators for labs inspired investigations beyond the funding cycle.
• Admissions – uncover new opportunities to utilize the library and archives collections and spaces and student engagement to support recruitment.

3. Library building as Lab for Learning: As an intentional component of the campus space planning program, develop and implement plans to enable the campus community to expand use of the library for teaching and learning and as a collaboratory. Address the following needs:
• Explore space reallocation opportunities afforded by installation of compact shelving or other collection consolidation projects.
• Increase space available for group study and provide adaptable work spaces to support collaboration, technology intensive research and presentation, oral presentation, and tutoring.
• Reassess and reassign quiet and group work spaces, employ furnishing and space design with signs to delineate quiet and collaboration-friendly zones.
• Update existing and increase space available for teaching.
• Develop campus understanding of the library as a gateway to a global network of resources, tools, ways of learning and discovering.
• Develop library as “3rd space” on campus and as a center for pedagogical innovation.
• Update carpeting and furnishings to improve aesthetics, flexibility, productivity, and create a more welcoming environment.

4. Student employment and internships as learning opportunities: Aligned with campus curriculum and the liberal arts in practice, develop and provide a set of creative learning experiences that provide students ways to contribute to the operation of the library while learning valuable research and work skills.
• Address interest of students in careers in library and archives by providing summer and other internship opportunities.
• Align internships with library instruction for specific courses or departments.
• Create an intentional sequence of employment experiences that equip students with useful range of skills; experience could cross library, IT, and museum training.
• Provide project-based employment within the library and archives that aim to recruit students with special skills and interests to accomplish specific, limited-term objectives.
• Pursue funding to create a fifth-year program to provide advanced, pre-professional employment opportunities for students interested in library and archives careers.

5. Adapt library collections to community needs and changes in scholarly communications and publishing: Maximize opportunities to advance shifts in collection composition from print to electronic formats where reasonable and appropriate while educating and advocating for campus engagement with scholarly publication models and pipelines that preserve author’s rights, distribute knowledge widely, and forgo restrictions on access or excessive fees.
• Develop and deliver learning and discussion opportunities to engage campus in greater understanding of scholarly communication developments, trends and tools.
• Invest in new tools for information discovery and access.
• Develop library staff fluency in visual, graphical, and quantitative literacies and work to become guides for the discovery, evaluation, and use of images and datasets in scholarship.
• Expand library staff fluency in alternative modes of scholarship and emerging publishing ecosystems to support faculty and students in identifying the range of publication opportunities and evaluating their associated benefits and implications.
• Review and revise policies to collect a range of scholarly content and formats that are representative of and relevant to the college’s new curriculum.

6. **Strengthen archives and special collections as signature collections:** Continue to elevate awareness of and access to unique materials maintained in archives and special collections, and improve connections to other campus collections. Expand archives preservation and outreach activities and align storage and services to respond to emerging needs for digital file deposit, discovery, and eventual research use.

• Working with Collections Development Group and others, explore options for streamlined discovery and searching of all Beloit’s collections (e.g. costumes, geology, anthropology, art) in all forms and formats.
• Engage faculty to identify existing archives collections for digitization to support classroom learning.
• Implement a digital preservation program to collect, manage, provide access to, and preserve the digital expressions of the college’s historical legacy.
• Expand the archives website with additional exhibits and promote both online and physical exhibits and collections.

To maintain a vital connection to this plan and to ensure time and effort are invested in the correct activities and partnerships at the most opportune times, the library staff will revisit this document annually. Working within the Information Services Division and with interested campus partners we will select, refine or define new core activities that align with and advance these numbered statements each academic period.

Successful execution of this plan necessitates an organizational review. Significant work is underway to identify and define new work roles and responsibilities for all areas of the library and archives. We will implement new staffing structures and work groups to achieve the work outlined here and prepare for future opportunities to further the college’s mission.

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