

SENECA LIBRARIES

OPERATIONAL PLAN

2008 / 2009



Seneca LIBRARIES

SENECA CHANGES YOU

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Seneca Libraries' Mission Statement

The mission of the **Seneca Libraries** is to provide innovative, high- quality library services, resources, instruction and settings that support the academic curriculum and facilitate student and faculty success.

Seneca College Library Strategic Goals

We will fulfill our mission through the following strategic goals:

1. VIABLE COLLECTIONS

In partnership with academic programs, build and maintain learning resource collections that are up-to-date, relevant and sufficient in number to meet students' research and faculty's teaching needs.

2. SERVICES AND RESOURCES FOCUSED ON STUDENT SUCCESS

To improve student success and retention through the delivery of library services and resources that are user-focused, relevant, progressive and of the highest caliber.

3. PROMOTION OF INFORMATION LITERACY

To promote the importance of information literacy and teaching our students how to effectively use current technology, access information efficiently, and develop strong critical thinking and research skills.

4. LEARNER CENTERED FACILITIES

To provide state-of-the-art learning centered facilities on campus at Newnham, King, Seneca@York and Markham that are conducive to studying, learning and working.

5. STAFF DEVELOPMENT

To foster the development of a library team that is well trained and equipped to handle the ever-changing dynamics of an academic library and work together with our students and faculty to create an environment that promotes student success.

6. E-LEARNING AND DIGITAL INFORMATION SERVICES

To support e-learning by creating and managing e-content, developing new and enhanced web-based services and resources, integrating our services into the College's course management system, Blackboard, and building and managing digital repositories, web and digital information services.

7. ASSESSMENT AND QUALITY ASSURANCE

To support the College's strategic initiative of quality assessment, the Seneca Libraries will solicit, track, understand and assess our service quality as experienced by our customers, which will assist the libraries in building and delivering our services and resources more effectively.

8. Strong Partnerships in the Library

To build and actively pursue opportunities with both internal and external partners, such as the Learning Centres and academic instructional technology that will bring excellence to our services and resources.

9. Financial Health in the Library

To support the College's strategic initiative of Financial Health, the Seneca Libraries will improve our business practices, accountability and entrepreneurship. We will strive to provide services and resources that are both cost effective, but viable and credible and support teaching-learning at Seneca College.

Library Initiatives

Initiative B

Enhance Student Success and Retention

Library Initiative B1: Partnership with Seneca Marketing Department to develop a Library Communication, Outreach, Marketing and Retention Plan

Working collaboratively with the Seneca Marketing Department to develop a marketing plan for the Library that will support the Seneca Libraries mandate. The goal of the partnership will be to create objectives and strategic tools that will enable the Library to promote our collections and services to our student community.

These objectives and strategic tools will be measurable and will support the Library mandate.

Project Teams:

College Campaign Team: Tanis Fink, Cynthia McKeich, Oanh Kasperski, Barry Pecore.

Library Feedback team:

Tanis Fink, Cynthia Mckeich, Rhonda Roth, Ourania Korentos, Alana Otis, Autumn Piette, Jennifer Peters-Lise.

Timelines: April 2008 - March 2009

Key Activities to Achieve the Initiative:

1. In collaboration with Seneca Marketing develop marketing objectives that support the Seneca Libraries mandate and that are measurable;
2. In collaboration with Seneca Marketing identify the top three messages upon which the Library will focus its marketing attention;
3. Utilizing a Library Feedback team (composed of library staff from each campus) identify strategic tools and planned marketing tactics that will be utilized to support the Library mandate;
4. Prepare a cost analysis of all required materials for strategic tools and planned marketing tactics;

5. In collaboration with Seneca Marketing prepare a production schedule to ensure all strategic tools and planned tactics are prepared and ready in a timely manner;
6. Ensure ongoing communication with Library staff regarding Library mandate and marketing objectives and marketing tools and tactics.

Initiative C:

Enhance Student Literacy College Initiative

Library Initiative C1: Develop and pilot a series of face-to-face and online SPARK sessions and courses for faculty

The Seneca Libraries will develop a series of SPARK (Short Practical Academic Research Knowledge) sessions and online courses with the goal of improving basic, intermediate and advanced information literacy skills of faculty. SPARK sessions will be 30-minutes in length, offered during the lunch hour, and provide informal instruction at multiple campuses. Based on the face-to-face sessions, SPARK online courses will be self-directed Blackboard modules for those who prefer the online medium or missed the face-to-face presentation. Both workshops and courses will focus on a variety of topics, including but not limited to, current developments within the library's resources and services, new and useful tips for using internet resources, and updates to copyright law. Faculty will be able to keep up-to-date with technological advances and will have a mechanism to quickly and easily incorporate these technologies into their individual courses. Each session and/or course will identify specific learning outcomes for participants. Pilot activities will include the creation of three face-to-face sessions and two online courses for Fall 2009.

Project Team:

Joy Muller, Jennifer Peters-Lise, Patricia Presti, Rosalie Waller, Seneca Libraries' Liaison Librarians, Audio-Visual Services staff

Timelines: June 2008 - March 31, 2009

Key Activities to Achieve the Initiative:

1. Draft vision and guidelines for SPARK sessions and courses - focus, scope, etc;
2. Create a draft schedule of topics and dates for the face-to-face sessions;
3. Create and hold three-30 minute face-to-face SPARK sessions in Fall 2008;
4. Request a "subject" shell in MySeneca for the SPARK courses;
5. Customize the MySeneca subject to include branding, general information about the initiative and contact information;
6. Create two SPARK courses in the MySeneca subject for launch in early Fall 2008. Courses will utilize a variety of e-learning modalities including WebQuests, video, such as screencasts, audio, such as podcasts, print

resources, etc. Interactive testing will be incorporated throughout the process;

7. Also in the MySeneca subject: link to existing tutorials, screencasts, and resources created by the library for faculty. Link to existing library vendor tutorials and help sheets. Implement wiki software to house tips for faculty using library resources in their courses and in MySeneca;
8. Create a marketing plan and promote the pilot;
9. Collect feedback about the pilot from faculty and library staff;
10. Evaluate outcome of the pilot.

Library Initiative C2: Develop and market instructional materials to support good Academic Honesty and Copyright practices across the college.

Seneca Libraries will develop a series of instructional materials aimed to support the consistent use of MLA and APA citation throughout the college. Materials will be created and/or updated in both online and print formats, and will include a "research help" component in each format. Each product will be tested by faculty and students prior to content completion, and feedback incorporated into the product development cycle. Deliverables include:

- Guide to Research and Citation, APA Guide, Second Edition (print)
- Guide to Research and Citation, MLA Guide, Second Edition (print)
- Citing Sources: Style Guides, APA (online)
- Citing Sources: Style Guides, MLA (online)
- Starting My Research (online)

With these materials, faculty and students will have clear and consistent reference tools to use when discussing these two citation formats, as well as the background information necessary in approaching research for the first time. A marketing communications plan will be completed to ensure awareness throughout the college in support of overall Academic Honesty and Copyright adherence goals.

Project Team:

Joy Muller, Jane Foo, Chantale Boileau, Caroline Folk, Alana Otis, Patricia Presti, Rhonda Roth

Timelines: April 2008 - January 2009

Key Activities to Achieve the Initiative:

1. Draft goals and overall philosophies for each project;
2. Create critical paths for each project;
3. Investigate changes to APA and MLA style;
4. Redesign layout for both online and print materials;
5. Create initial drafts for faculty and student feedback, and incorporate changes;

6. Create marketing communications plan for faculty and students and implement campaign;
7. Launch projects online and through the bookstore;
8. Collect feedback from the launch of all products;
9. Hold a post-mortem meeting and create report of project launch results.

Library Initiative C3: Working collaboratively with Degree Program Chairs and faculty, liaison librarians will establish a curriculum mapping model for the provision of information literacy core competencies within Degree program courses.

For many years, Seneca Libraries has been offering information literacy classes to students, based on individual faculty requests. With the introduction of Degree Programs at Seneca College, the need for effective, cohesive information literacy learning outcomes for students participating in these programs became apparent. This pilot project will provide students with the information literacy skills necessary to complete more in-depth research projects in accordance with course curriculum and *ACRL information literacy standards. The project will also decrease duplication of effort/content in teaching information literacy outcomes and increase the quality of information literacy outcomes within Degree programs.

* Association of College and Research Libraries (ACRL). Information Literacy Competency Standards for Higher Education. 2000. American Library Association. 24 Nov. 2008
<<http://www.lita.org/ala/mgrps/divs/acrl/standards/standards.pdf>>

Project Team:

Joy Muller (manager), Patricia Presti (project coordinator), liaison librarians, and Degree Program Chairs and faculty.

Timelines: April 2008 - March 2009 (ongoing)

Key Activities to Achieve the Initiative:

Phase One:

1. Determine which liaison librarians and which Degree Programs will be included in the pilot project;
2. Survey and provide gap analysis of current IL instructional activities within those degree programs;
3. Develop project charter, vision, mission and objectives, as well as the roles of key personnel;
4. Create templates with key variables identified for use in planning process by individual campus libraries/librarians;
5. Launch pilot project initiative;

6. Compile short and long-term planning documents;
7. Assess and analyze pilot project;
8. Create final report including recommendations and best practices.

Scope: Across all campus libraries
Time: January 2009 - September 2010 for pilot
Cost: Existing Full Time faculty
Quality: To improve information literacy delivery and collaboration in Degree Programs through central planning

Phase Two:

1. Following the acceptance of the pilot project group's recommendations, extend project to include the remaining Degree Programs at Seneca College.

Initiative D:

Student Access to Success

Library Initiative D1: Creation of a Baccalaureate Degree Project Repository

The Library will be creating an online digital archive collection in which selected Baccalaureate Degree Projects will be stored. This resource will assist our faculty in teaching Seneca students how to evaluate information and its sources critically; how to integrate information effectively to accomplish a specific purpose, while teaching students to understand the ethical issues surrounding the use of information. Faculty will be able to assign readings and assignments based on previous research examples while students will have the opportunity to evaluate, report and utilize Seneca students' past research as models. Records in this archive will be one-of-a-kind sources for direct relevancy to ongoing Degree Program student learning.

Project Team:

Jane Foo, Jennifer Peters-Lise, Joy Muller, Borrower Services staff, faculty librarians and faculty and/or Chair representatives from each degree program.

Timelines: Phase 1 April 2008 - September 2009
 Phase 2 April 2009 - March 2010

Key Activities to Achieve the Initiative:

Phase 1

1. Implement Digitool;
2. Design and implement the application profile (metadata, controlled vocabularies, etc.) for the collection;
3. Design and implement the user interface for the collection;
4. Approach collaborative partners for input and support;
5. Develop policies and procedures for the repository and selection methodologies;
6. Upload items from existing temporary repository.

Phase 2

1. Determine pilot date for soft launch to pilot group before larger Seneca community;
2. Develop marketing plan and materials to highlight this resource to Seneca College community;
3. Develop assessment tools;
4. Launch product to larger Seneca community.

Initiative G:
Undertake Quality Assurance Program Across the College.

Library Initiative G1: Undertake a review of Seneca Libraries' collection development methodologies with the objective of streamlining practices, establishing a new and current vision and policy for collection development and ensuring that the operational processes are in place to support the new vision.

The Seneca Libraries have been using the "collection profile" process for over 10 years to develop print, electronic and multi media collections in our four campus libraries. During this time there have been a number of significant developments that have taken place in academic institutions, scholarly publishing, and with library service providers that have had an impact on the type and format of collections developed by academic libraries, as well as the methodologies used to acquire these materials. In order to ensure that the Seneca Libraries policies and procedures reflect current practices and standards used in academic libraries for collection development, an in-depth review of the policies and procedures will be undertaken over the next 18 months.

The following lists the key topics that will be addressed through this review:

1. Learning resources budget - appropriate allocation of funds to the various collection areas, academic programs/schools/faculties and campuses;
2. Quality of ordering - selection methodology and processes; balance between electronic and print collections; duplication of collections between campuses and between electronic and print; Centres/campuses of excellences in subject collections; level of coordination between campuses for collection development;
3. Level of collections - requirements for elementary to university level of materials; balance between general education and professional level of materials; and the requirements of special collections such government documents;
4. Usage of collections - analysis of usage data and user expectation;
5. Collection reporting- reporting methodology.

Project Teams:

YBP Implementation Project Team:

James Buczynski, Kelly Donaldson, Tanis Fink, Carolyn Lam, Rosina Leung (Chair), Cynthia McKeich, Joy Muller, Patricia Presti, Cathy Richardson.

Collection Review Project Team:

James Buczynski (Chair), Dan Michniewicz, Tanis Fink, Carolyn Lam, Rosina Leung, Tracy MacMaster, Cynthia McKeich, Angela Heath and Alana Otis.

Timelines:

Phase 1	April 2007 to December 2008
Phase 2	January 2008 - October 2008
Phase 3	November 2008 - June 2009

Key Activities to Achieve the Initiative:

Multi-Phase Plan:

Phase 1 - Update of current learning resources selection and acquisition practices and processes:

1. Implementation of YBP for selection, ordering and acquisitions;
2. Integration of YPB acquisition processes within Voyager;
3. Training of selection and Technical Services staff on YPB and GOBI;
4. YPB slip plan implementation;
5. Evaluate YBP's standing orders service through the initiation of a pilot project;
6. Monitoring of learning resources budget to ensure new practices and processes result in the full expenditure of the 07/08 learning resources budget;
7. Documentation of acquisition processes and workflows;
8. Documentation of budget expenditures by subject, program and Faculty;
9. Review of ordering between campuses - duplication of orders/subject areas between campuses;
10. Review requirements for the ordering and maintenance of electronic resources;

11. Review of processes used to develop special collections such as government documents;
12. Review of usage data of print and electronic resources;
13. Review LibQual data regarding library collections;
14. Review of the profile process used by the Seneca Libraries to determine current status and practices used by the 4 libraries.

Phase 2 - Establish a vision for Library Collections:

1. Undertake research on collection development standards, methodologies and visions implemented by other academic libraries;
2. Review findings from phase 1 and develop recommendations;
3. Develop a vision for collections at Seneca that addresses the level of collections, types of collections, quality of ordering, collection usage, reporting requirements and budget implications;
4. Present findings and recommendations to collection staff for feedback and revisions.

Phase 3 - Implementation

1. Select collection review recommendations for immediate action;
2. Develop an implementation plan and timelines;
3. Pilot new collection development initiatives;
4. Develop a new collection development "profile" methodology to reflect the new vision;
5. Develop a new funding formula for collections at each campus library;
6. Review staffing implications and new roles to support the vision of collections for Seneca Libraries.

Initiative H:

Increase and Enhance E-learning Opportunities

Library Initiative H1: Enrich student e-learning experience through the roll-out of a course readings system and the integration of course reading materials into program subjects.

The Seneca Libraries will roll out the college-wide course readings system. Initial activities will include: analysis of usage statistics; a review of policies and procedures for the processing, maintenance, and use of course readings; expanding staff training to other library staff and a gradual roll out including new course readings.

Subsequent activities will involve the scheduling and implementing of a migration from the EDC to the Digitool digital repository software platform. Along with a successful move new activities will include: staff training; user testing, faculty and student transitioning and promotion.

Lead Advisory & Technical Project Team:

Jennifer Peters-Lise (Chair), Yanti Darmohusodo, Jane Foo, Sharon Tait

Timelines: April 2008 -December 2009

Key Activities to Achieve the Initiative:

1. Analyse course readings statistics;
2. Review existing policies and procedures for workflow, maintenance, and copyright requests;
3. Where necessary, perform staff training for scanning materials, the course readings system, and copyright;
4. Schedule, install and configure Digitool;
5. Migrate existing course readings data;
6. Customize user experience;
7. Revise existing policies, procedures and training;
8. Provide updated training to staff;
9. Perform user testing with faculty and students;

10. Create a plan to market the service to academic and student communities;
11. Evaluate outcome of roll-out.

Library Initiative H2: Support Faculty Use of E-Learning in the Classroom Through the Provision of Electronic Classrooms at all Campuses.

Currently there are over 150 touch screen controlled electronic classrooms that are supported by A.V. Services, across four campuses of the College. In addition to these eClassrooms, each campus has numerous computer labs and specialty areas (sewing rooms, editing suites, etc.) containing presentation technology that A.V. Services also support. In the fiscal year 2008/2009, the electronic classroom plan (as part of the Academic IT Plan) calls for upgrade and/or replacement of equipment in 65 classrooms/labs at Newnham and S@Y, the installation of document cameras in 34 classrooms at King and 12 at Newnham and the purchase of mobile equipment for each campus A.V. department.

Project Team:

Carolyn Lam (Chair), Bob Murphy, Mark Olearo, Ewan Gibson, staff from Facilities Management, Purchasing and Information Technology and Telecommunications and King and Markham A.V. departments.

Timelines: April 2008 - January 2009

Key Activities to Achieve the Initiative:

1. Develop a plan and timelines for the 08/09 project using processes developed in previous years' electronic classroom projects;
2. Initiate project team with representatives from A.V Services, Facilities Management, ITT and Purchasing;
3. Prepare purchasing documentation, RFP and complete tendering process;
4. Select vendor and award contract;
5. Work with vendor through the implementation and address problems as they arise;
6. Project assessment and wrap-up.

Library Initiative H3: Develop an e-Classroom Service Call Database.

Currently there are over 150 touch screen controlled electronic classrooms that are supported by A.V. Services, across four campuses of the College. In addition to these eClassrooms, each campus has numerous computer labs and specialty areas (sewing rooms, editing suites, etc.) containing presentation technology that A.V. Services also support. The current Academic IT plan outlines the upgrade of approximately 100 further eClassrooms and labs over the next four years.

Typically when these rooms have been built the vendors have provided an option for a service contract or in some cases have supplied a three year on site warranty. However, the day-to-day servicing and troubleshooting of the eClassrooms and the maintenance outside of the service contracts and warranties are the responsibility of A.V. Services.

In response to this situation, we propose that a Service Call Database be developed to gather and store information relevant to the maintenance and repair of the equipment in the eClassrooms. This will act as a knowledge base covering all aspects of the presentation technology incorporated in each vendor's specific system design. These designs can vary with regards to OEM component, switching methods and control technology that are utilised. Currently the college has at least 3 designs of classrooms, each built by different vendors.

Detailed accounts of internal service calls and those carried out by vendors or external companies will be recorded and will be searchable by campus, room number, problem area, etc. by AV Technicians from all campuses. The resulting knowledge base will provide us with enough relevant information to reduce the amount of service calls outsourced to external companies and will also reduce classroom downtime and unnecessary interruptions to the academic process.

We have proposed using ACS' current service call system as a template, changing titles and the contents of various drop-down menus to suit the needs of AV Services.

Project Team:

Carolyn Lam, Bob Murphy, Mark Olearo, Ewan Gibson, Michael London, Michael Craven, and Ken Wu.

Timelines: September 2008 - March 2009

Key Activities to Achieve the Initiative:

1. Develop a plan and timelines for the project;
2. Initiate project team with representatives from A.V. Services and ACS;
3. Review the current ACS Service Call system;
4. Determine new menu titles and problem areas relevant to the audio visual equipment found in Seneca College's new e-Classrooms.

Library Initiative H4: Continuation of the Implementation of a New Digital System Platform (Ex Libris)

To expand digital library services and access to library resources, Seneca Libraries will migrate its existing digital access and repository systems (Endeavor's ENCompass) to a new software platform (Ex Libris' SFX / Metalib / Digitool). SFX / Metalib will enable an integrated approach to digital information search-and-retrieval while Digitool will provide the basis for any ongoing and future projects requiring digital repository and archiving functions. This initiative will serve as a key element in the development and implementation of future innovative library services that will offer better integrated access to quality research information for students, faculty and staff.

Project Team:

Jane Foo, Jennifer Peters-Lise, Sharon Tait, ITT, Ex Libris Implementation and Customer Support.

Timelines: April 2008-March 2009

Key Activities to Achieve the Initiative:

1. Review and update migration plan for digital products with Ex Libris Implementation;
2. Develop timelines for migration of Digitool;
3. Continue Metalib migration;
4. Digitool migration;
 - 4.1. Backup and export current Course Readings metadata from ENCompass for Digital Collections;
 - 4.2. Uninstall ENCompass;
 - 4.3. Install Digitool and configure software;
 - 4.4. Import Course Readings metadata into Digitool and test;
 - 4.5. Customize Digitool functionality and user interface;
 - 4.6. Set up Digitool for Information Literacy Repository and Thesis Repository projects;

5. Train staff;
6. Develop documentation (procedures, manuals, policies, etc.);
7. Evaluate system migration and performance and investigate opportunities for integration and usage expansion.

Library Initiative H5: Development of a Video / Multimedia Service Framework

To respond to the increasing demand and use of multimedia online materials and social software in educational settings, Seneca Libraries will explore the feasibility and logistics of developing a library video / multimedia service model and if implemented, offer students and faculty greater access to multimedia materials for learning purposes.

Project Team:

Jane Foo in consultation with: Digital Library Services (Jennifer Peters-Lise, Sharon Tait), Audio-Visual (Maryon Egerton-Jones replacement), Technical Services (Rosina Leung), Copyright (James Buczynski), ITT (Steven Lin) and selected faculty interested in online video service (e.g., Mark Rubinstein).

Timelines: April 2008 - March 2009

Key Activities to Achieve the Initiative:

1. Research current trends of video / multimedia service delivery models at other libraries and academic institutions;
2. Research current trends of video / multimedia creation at academic libraries;
3. Collect and review existing online video case studies / activities at Seneca Libraries;
4. Review the college's IT infrastructure and service framework for feasibility to roll out online video / multimedia service offering;
5. Conduct interviews with stakeholders to determine scope and use cases for online video / multimedia service;
6. Review findings and make recommendation on best approach for Seneca Libraries;
7. Develop service framework and final report for submission to management team for review and approval.

Library Initiative H6: Development of Preservation and Collection Management for the Seneca College Photograph Collection

To recommend and implement the appropriate tools necessary to aid in the preservation of the declining condition of the photographs and negatives within the Seneca College Photograph Collection. Proposal and execution of collection management suggestions, to assist in access, arrangement and search-ability of the collection.

Timeline: September 2008-April 2009

Key Activities to Achieve the Initiative:

1. Inventory collection: examine arrangement, description and organization of artifacts/how collection is searched and accessed;
2. Examine current condition of collection: type of deterioration (i.e. physical, chemical and environmental), type of photographs (i.e. fiber or RC print) and type of film base (i.e. acetate film, polyester);
3. Examine housing of collection: materials utilized (i.e. envelopes/folders/sleeves), storage space (i.e. filing cabinets/binders) and environmental conditions;
4. Examine findings and make recommendations for preservation of collection. Provide a list of supplies needed and costs for materials;
5. Suggest appropriate arrangement of collection and implement finding aid based on the purpose, contents and primary users of collection. Thus assisting in the organization, access and search-ability of collection;
6. Investigate copyright: ensuring that the collection is comprised solely of photographic objects that are part of this collection;
7. Based on the needs of the collection, implement preservation recommendations for longevity of prints and negatives;
8. Examine digital images within collection. Based on findings advise appropriate preservation needs including: archiving of imagery, storage and uploading imagery into a usable & accessible database (i.e. DigiTool);
9. Implement database: original photographs and digital images can be easily searched, accessed and retrieved.