

DOMINICAN UNIVERSITY OF CALIFORNIA

Archbishop Alemany Library

Library Strategic Plan

March, 2007

Table of Contents

Library Mission Statement.....	3
Primary Goals of the Library.....	4
Introduction to Library Strategic Plan.....	5
The New Digital Library.....	7
Our Vision for the Digital Library.....	7
Library Reference and Instruction Program.....	8
Our Vision for Reference and Instruction.....	9
The Book Collection.....	10
Our Vision for the Book Collection.....	11
Serials.....	12
Our Vision for Serials.....	12
Library Automation and Technology.....	13
Our Vision for Automation and Technology.....	14
Space Allocation within the Library Facility.....	16
Library Marketing Plan.....	18
Our Vision for Marketing the Library.....	19
Addendum to Section on Book Collection.....	21

LIBRARY MISSION STATEMENT

Archbishop Alemany Library supports the University's academic programs by providing convenient and effective access to books as well as a wide variety of other information resources that are available both locally and worldwide. The Library develops and maintains a broad range of quality learning resources as well as services, and it provides an inviting environment in which research and learning can flourish. In close coordination with the academic programs, the Library promotes information literacy, with particular emphasis on the use of electronic information, by instructing students in the techniques and skills for finding and evaluating information. The Library also serves as an educational and cultural resource for the community.

PRIMARY GOALS OF THE LIBRARY

Serve as a student-centered library in which quality services and student success are primary goals recognized and shared by all staff.

Acquire information resources in multiple formats that are required to support the University's undergraduate and graduate programs and the research needs of faculty.

Develop information literate students who have the ability to identify access, evaluate and effectively utilize information resources.

Promote individual and collaborative learning by providing a facility in which students can study, reflect, and be creative in a welcoming environment.

Serve as an intellectual center in which students will have access to the world's great literature and will develop a life-long habit of reading.

Serve as an educational and cultural resource for the community.

INTRODUCTION TO LIBRARY STRATEGIC PLAN

Only a short time ago Dominican was a small liberal arts college serving several hundred students. Today it enrolls 2,000 students and is well along in the process of transitioning to a comprehensive university offering not only the liberal arts but a variety of professional programs at both the graduate and undergraduate levels.

The Institutional Proposal prepared for WASC as part of its October 2005 accreditation review includes “Scholarship and Creative Work” as one of the three areas of focus to be reviewed for educational effectiveness. The opening statement reads as follows:

Increased expectations for scholarship and creative work accompanied the transition from college to university. The priority objective is that there are clearly defined scholarship expectations for faculty and students and appropriate library resources and academic support are provided

It should be kept in mind that the Archbishop Alemany Library facility, as well as the books and other materials that it has collected over the years, were designed and developed to meet the needs of a small liberal arts college with a different mission than that of the 21st century Dominican University of California. The purpose of this Strategic Plan, a collective undertaking of the Library’s faculty and support staff, is to alert the university to the steps that will be required if the Alemany Library is to complete its transformation into a modern information center with the capacity to support university level research. While piece-meal steps have already been taken to upgrade the Library, this plan provides an overall vision of the Library that Dominican University will require, as well as a long-term plan for implementing that vision.

When the Alemany Library was being planned more than forty years ago, the Dominican Sisters apparently anticipated future growth. Though a university with 2,000 students was probably beyond their wildest dreams, the Sisters had in mind an adjacent space where an annex could be built. The good news is that we have concluded that the current facility is quite adequate for a relatively small comprehensive university. However, there will be a need to expand into some spaces currently assigned to non-library uses, and there are a few areas that will need to be reconfigured if they are to be effectively utilized. Recognizing that space is at a premium on this campus and that funding for space modifications may be limited, a long-range plan is being proposed. Some of the changes being recommended could occur almost immediately and others would be phased in over a period of years.

This Strategic Plan will also deal with collection development, in particular, the appropriate balance needed between traditional library print materials and the ever increasing availability of electronic data. The latter is rapidly revolutionizing how massive amounts of scholarly information are stored and made readily accessible at a computer terminal. The growing sophistication and the ease of use of this technology has, in turn, forced us rethink whether the Library’s computers should remain in the current clusters or would they better serve the needs of students if they were dispersed

throughout the entire facility. The Library is also about to deal with the daunting tasks of developing a balanced collection that promotes easy online access to a wealth of materials while maintaining and marketing a particularly rich print collection.

Technology now plays a critical role in virtually every component of a university library. Much of this technology is already available in the Alemany Library, but there are still gaps which, if filled, would substantially enhance our ability to serve the research needs of students and faculty. If the Library were to join Link+, a consortium composed of 43 California libraries, Dominican students and faculty would have the ability, not only to locate materials available in these libraries, but to arrange online to borrow them. An “acquisitions module” would substantially expedite how books and other library materials are ordered and processed. Software is now available that will automatically generate email notifications to patrons regarding overdue items, availability of “holds,” etc.

As a traditional library evolves into a more technologically oriented research center it will become increasingly important to develop a comprehensive plan to market these services to patrons. The Library will play more meaningful role in the academic community only to the extent that students and faculty are aware of what it has to offer and are motivated to fully exploit its collections and services. RES 2000, the information literacy course, is now a general education requirement, and that is a significant step in this direction. Additional programs and courses will be required, however, in order to reach out more effectively to graduate students. Also, still in the preliminary planning stages, is a long overdue proposal to create a more inviting environment for students by refurbishing the various study areas. A component of this Strategic Plan, therefore, is a commitment to market more aggressively, and in a variety of ways, the vast array of services now offered by the Alemany Library.

THE NEW DIGITAL LIBRARY

University-level research is in the midst of a fundamental and revolutionary shift. Unprecedented amounts of scholarly literature are now available for purchase in digital form, leading students and faculty to develop high expectations for their libraries. Researchers are already taking for granted the ease with which they can locate and access this seemingly endless flow of information.

Our students would hardly recognize the Archbishop Alemany Library of 1997. The Library then had one full-text database. Essentially, patrons who were engaged in research were limited to a Library housing less than 100,000 books and a collection of about 400 journals. Journal articles could be located through print indexes, and the back runs were either bound, and often incomplete, or on microfilm, a format which many patrons were reluctant to use. Beyond that, researchers resorted to nearby larger libraries or arranged for interlibrary loans, then a more tedious and slow process. Few students had computers, there was no wireless internet in the Library and Google did not exist.

Today the Library subscribes to 90 electronic databases, about 70 of which provide full-text access to articles appearing in nearly 30,000 journals. These journals provide primary and secondary source materials in virtually all disciplines offered at Dominican University. They constitute a substantial body of authoritative sources for advanced undergraduate and graduate research. Students may access these resources not only in the Library, but anywhere on campus, including the dorms and the cafeteria. This month, all Library databases have become accessible at any off-campus location.

To facilitate database use, the Library has recently acquired a system that will allow researchers to locate full-text articles regardless of the vendor. The system will search all databases to which the Library subscribes, without regard to vendor, and will provide, if available, an instant link to the full text.

Nor is student research any longer limited to the books housed in the Library. They can now readily access the holdings and arrange to borrow materials from libraries throughout the nation. The Library will soon propose membership in Link+, the California Library Courier Consortium, which provides patron-initiated interlibrary loans along with a rapid and efficient delivery system.

OUR VISION FOR THE DIGITAL LIBRARY

The University has already made a strong commitment for the Library to provide a wide variety of digital resources that are relevant to the academic programs, in particular, those with graduate components or clear emphasis on undergraduate research. These resources do not come cheaply, however. The expenditures during 2006-07 will exceed \$100,000, and to maintain our current subscriptions, it can be anticipated that there will be annual price increases. Our subscription list will be reviewed annually for use, with new resources given two years to demonstrate significant usage. Also, close attention will be paid to avoiding the overlapping of resources.

In a few short years, much has already been accomplished to provide the digital resources required to support a research-oriented university program. The Library faculty believes that these new resources are already having a substantial impact and have actually energized a new generation of students. They are comfortable with them, and they now expect them.

Within the next three years the Library would like to deal with a few remaining gaps in its digital resources, particularly in the Education and Occupational Therapy areas. Also there is virtually nothing currently available for the Visual Arts or for Music.

A long-term commitment by the University to support the maintenance and further development of the Library's digital resources, combined with support for the Library's information literacy program, will lead to quality research papers by our graduate and undergraduate students in the coming years. These resources will also prove invaluable for faculty engaged in research.

LIBRARY REFERENCE AND INSTRUCTION PROGRAM

As information professionals, Librarians, until relatively recently, served primarily as gatekeepers who had the keys to unlock the proprietary information to be found in books, periodicals and other print materials housed within the library. Today the university library has become far more than a repository of print materials; it is now a sophisticated and very complex information center, and the role of the academic librarian has radically changed.

Within just ten years the sheer quantity of information that is available online to students has grown exponentially. In order to access this information sophisticated search technologies have been developed which will respond readily to information inquiries. Unfortunately, however, they often mislead inexperienced users who believe they have thoroughly retrieved the information sought when in reality they have barely scratched the surface, and the information they have located may be of questionable reliability. Students enrolled in RES 2000 are often surprised, and hopefully pleased, to learn that that there are research sources beyond Google which are readily available to them.

The role of the Librarian is to instruct students and faculty in the art of evaluating search strategies and sources, enabling them to search for the information required using the correct source in the correct context. At Dominican, instruction takes place either in the classroom or at the reference desk where patrons receive individual attention. Librarians, therefore, are no longer gatekeepers, regulating the access to information, but rather guides in the research process.

Reference service has traditionally emphasized answering a patron's question and that remains an important aspect of the service provided by the reference librarians. However, as the role of the Librarian has evolved from gatekeeper to guide, interactions at the

reference desk are increasingly viewed as an opportunity for one-on-one teaching. Reference conversations also offer a unique opportunity to forge supportive relationships with patrons. In the course of a semester reference librarians will provide guidance to approximately 3,200 patrons, and future assessments will include a qualitative appraisal as well as quantitative data. They will need to tell us to what extent the Library is meeting patron needs and providing them with excellent service?

RES 2000, a one-unit course, is a General Education requirement which is taught by the Library faculty. More than 500 students, either at the freshman or sophomore level, complete this course each year. They are introduced to college-level research using both print and electronic resources, with emphasis placed on critical thinking skills, source evaluation and information ethics. There are other colleges and universities that offer somewhat comparable information literacy courses, but usually enrollment is optional. By making competency in research techniques a General Education requirement, Dominican University has become a leader in this emerging discipline.

During the course of a semester, the Library faculty, at the request of instructors, schedules guest lectures to provide guidance to students who are about to undertake course-specific research. There were 40 such presentations offered during the fall 2006 semester.

OUR VISION FOR REFERENCE AND INSTRUCTION

Information literacy is likely to evolve from a simple general education requirement into a multi-faceted interdisciplinary program in which the Library will play a far more active and direct role in the University's academic life. The Library will connect with students at the reference desk, through the lower division RES 2000 classes, and eventually through advanced classes and seminars at the upper division and graduate levels. Through close cooperation with faculty the Library will enhance the information literacy components in individual classes and in disciplinary programs.

RES 2000 assures the University that every student who has completed the sophomore year has a familiarity with basic research skills that will serve him/her well through upper-division, as well as graduate school and beyond. In accessing the impact of this course, the Library is still limited to anecdotal information which strongly suggests that it is having a positive impact on the quality of undergraduate research papers. An assessment plan is being developed which will provide the University with more definitive data.

The Library would like to develop an additional and more advanced research course. RES 3000 would be a one-unit elective seminar to prepare more advanced students about to undertake a senior thesis or special project. It would guide them in topic refinement and teach them in-depth research techniques for advanced print and electronic resources. RES 3000 could be a traditional course, or it could be a blend of online and in-person instruction.

Unfortunately, many of the University's graduate students have not had an opportunity to develop research skills. To serve these students the Library would like to offer either a graduate-level seminar on advanced research skills, or as an alternative, discipline-specific seminars.

To raise the level of information literacy among upper division and graduate students who may not have been exposed to RES 2000, the Library would also like to develop additional workshops on citation styles as well as a number of subject-specific workshops.

Syllabus development with faculty is likely to be a new focus for librarians at Dominican. Past collaborations with select faculty have demonstrated that it can substantially enhance the level of student awareness of print and online resources and hence the quality of their research. By successfully marketing these collaborations to other instructors the Library will make a significant contribution toward developing a fully integrated research oriented university.

THE BOOK COLLECTION

The Library's book collection currently consists of approximately 100,000 volumes, of which some 78,500 items are individual titles. Their publication dates range from the 16th century to the present, with the bulk of the collection (53%) having been acquired between 1950 and 1990 under the direction of Sister Marguerite Stanka. The strengths of the collection, therefore, reflect an emphasis on liberal arts and the humanities, the programs which predominated at Dominican College of San Rafael. The Library currently has a book/audiovisual materials budget of \$100,000 with which it has been adding approximately 2,500 titles (including 300 audiovisual items) annually to the collection.

The following is a comparison, in order of size, of the Dominican collection to that of several other Bay Area institutions:

Mills College	237,000 volumes
St. Mary's College	200,000 volumes
Holy Names University	112,000 volumes
Dominican University	100,000 volumes
University of Notre Dame de Namur	90,000 volumes

The Library recently acquired a collection analysis system which will enable it to analyze and evaluate its holdings. To facilitate more effective book selection decisions, the Worldcat Collection Analysis will provide the Library with precise data revealing its subject-matter strengths, gaps and overlaps and will allow it to analyze the collection and compare it to other collections.

Based on a collection analysis, along with a review of purchasing patterns over the past few years, the Library faculty was correct in its assumption that the collection's greatest strengths are in the liberal arts and the humanities. A detailed breakdown of the collection by broad subject areas is included as an addendum to this report. Although progress has been made since the last WASC accreditation visit in developing the collections in the natural sciences and professional programs (i.e., business, nursing, occupational therapy, counseling psychology, and education), gaps continue to exist in most of these areas. It should be noted, however, that books in the natural sciences and professional programs tend to become dated quite rapidly, and many faculty members place greater emphasis on the research value of the journal articles now available through the Library's expanded access to full-text electronic databases.

In selecting books that will provide curricular support for graduate as well as undergraduate research, the Library relies on close collaboration with subject specialists within the teaching faculty. Each semester all full-time and adjunct faculty are invited to meet with the Director of Collections to identify current and classic titles that are relevant to courses that they will be teaching during the subsequent semester. Another Library responsibility is the preservation of a broad human cultural record, by acquiring classic titles, especially in the humanities and social sciences that are missing from the collection. In filling these gaps, the Library is particularly alert to the contributions of multicultural or otherwise neglected groups. The Library also monitors recently published books to acquire titles relevant to ongoing intellectual conversations across disciplines, and it seeks out books that are likely to encourage continuous learning and self-education. And finally, the Library maintains a small but distinguished archive of rare books and manuscripts, acquired largely during the institution's early years.

OUR VISION FOR THE BOOK COLLECTION

Determining the appropriate number of volumes to serve the needs of a small university is somewhat subjective. There is a consensus however, within the Library faculty that Dominican's increased programmatic offerings, combined with its emphasis on research at both the graduate and undergraduate level, requires the development of more substantial resources in many areas. It is essential for a research oriented institution to have a library which provides its students and faculty with the materials they will need if they are to keep abreast of the scholarly conversations that are taking place in their disciplines. There are still many gaps in the collection, with a major priority being to enhance the number of monographs available in business, education, and counseling psychology. Taking into consideration the limited shelving capacity of the facility, one acceptable goal would be to strive for a collection of 150,000 volumes and to provide an enhanced budget that would allow that goal to be achieved within a reasonable number of years.

SERIALS

The Library currently subscribes to 329 serials. They vary from popular magazines (Time, Newsweek, New Yorker, etc.) to a wide variety of scholarly and esoteric journals, most of which are essential components of any academic library. We also subscribe to 16 newspapers. Recent periodical issues are arranged on open, easily accessible shelves while back issues of many are either bound or until five years ago, replaced by microfilm.

A quality serials collection is an essential component of a library serving the student-body and faculty of a research-oriented university. It is the sense of the Library faculty that in recent years this collection has been neglected, and that there are now a number of weaknesses that need to be addressed. In consultation with colleagues and instructional departments the Library faculty is systematically analyzing our holdings to determine what changes and improvements are needed.

OUR VISION FOR SERIALS

Each title currently received will be reviewed, and a judgment will be made as to whether it is still relevant to the curriculum or in some way serves an institutional need. It is not unlikely that we will find journals that were ordered years ago to meet the unique interests of a particular professor who has long since left. Journals that are of little interest to anyone else will be cancelled. Also, after consulting with academic departments, the Library will order new, more relevant titles to fill significant gaps in our current holdings.

Many undergraduates still retain an image of a university library as a rather intimidating place that one need enter only to engage in rigorous academic study and research. Hopefully, Dominican's graduates will leave the University with a life-long habit of reading. If the Library can facilitate their developing an interest in reading some of the more widely read magazines, it will have made a significant contribution to their education. In an effort to encourage this habit, the Library plans to set aside an area in the Walter Rosenberg Reading Room for leisure reading. There will be comfortable chairs, an inviting environment and an opportunity to read such magazines as the New Yorker, Atlantic Monthly, Time, Newsweek, the Nation and the National Review, as well as a selection of popular magazines catering to a variety of recreational interests. By segregating these publications from the more scholarly journals and placing them in a more obvious and inviting location their use should substantially increase.

The back runs of many of the journals to which the Library subscribes can now be accessed electronically (To protect the publishers, very recent issues of many journals are not electronically available). Therefore, the Library has many bound volumes of periodicals that are no longer needed which take up space and gather dust. A major project now underway is the inventory of the bound volume holdings to determine which volumes are candidates for disposal owing to loss of currency, inadequate relevance to the curricula or online duplication. As a result, it is anticipated that there will be a

substantial decrease in the size of the bound volume collection. These stacks will provide space into which a growing book collection can expand.

In an earlier era, microfilm was widely used by libraries as an alternative to binding back issues. Not only was it cost-effective, but it saved badly needed space. Unfortunately however, microfilm readers are slow and cumbersome to use, and patrons prefer to avoid them. The Library no longer acquires Microfilm. The availability of online databases will entirely eliminate the need to retain our current microfilm holdings. Back runs of newspapers, traditionally retained on microfilm, are also now available online. The Library plans to have electronic access to the complete archive of selected newspapers of national reputation.

It is anticipated that the print serials subscription list will increase and then stabilize at no more than 400 titles within the next few years. The emphasis will be upon electronic access.

LIBRARY AUTOMATION AND TECHNOLOGY

The Alemany Library took the initial step toward becoming an automated library in 1996 when it established a consortium with College of Marin. The objective of the Marin Academic Library Consortium (MALC) was to share the costs of acquiring and maintaining an online public access catalog as well as to provide patrons with information on the books available in both libraries. The system MALC selected was the same as that used by MARINet, the consortium of Marin County's public libraries, allowing patrons of any Marin library to have easy access to virtually all of the library holdings in the county. The concept of resource sharing appealed to the Marin Community Foundation and resulted in their awarding MALC a grant that covered half the initial cost.

This arrangement has proven successful over the years, but a decade can be equivalent to a century in the world of high technology. Innovative Interfaces, Inc., the vendor that installed and has maintained MALC's system, recently alerted both libraries that in order to utilize its 2007 software upgrades the server will need to be replaced. Clearly the system is beginning to show its age, and in a number of ways it no longer meets the needs or standards of a university library.

The university library of the first decade of the 21st century is expected to offer students a quick, easy-to-use and attractive access point to all of its print, electronic and audiovisual resources. Students should also be able to locate scholarly resources beyond the Library's holdings and to request them without having to place an order through an intermediary. In addition, they now expect direct and private access to their library records, including checked-out materials, holds, fines and other data.

The Library began to provide students with convenient access to online information in 2003 when it established the Information Commons, a cluster of 24 computer stations. Though the Commons is heavily used, only four years later, students are already expressing their desire for wireless access throughout the entire Library and for the use of laptops.

The interest in multimedia materials is growing, and to meet the needs of students the Library will need to enhance its limited collections of CDs and DVDs. Unfortunately, however, the Library lacks a secure area in which to store audiovisual materials, and it does not have a viewing/listening room,

OUR VISION FOR AUTOMATION AND TECHNOLOGY

New Server

The acquisition of a new server, replacing the one purchased in 1996, will be necessary in order to support a new version of the java files that Innovative Interfaces, the Library's automation vendor, will require for its 2007 update. The price, including installation, is slightly under \$20,000, and may be paid in two interest-free annual installments. Since the expense will be shared with College of Marin, the University's expenditure will be approximately \$10,000, or \$5,000 a year for two years. The Consortium hopes to have the upgraded server installed within the next few months.

Acquisitions Module

Innovations Interfaces' Millennium Acquisitions Module will automate most of the complex and labor intensive procedures that are currently involved in ordering books, serials, audiovisual materials and library supplies. The system interfaces and transmits the required information to the Library's vendors and receives electronic invoices. It will also produce comprehensive statistical reports, providing the acquisitions staff with up-to-the-minute information on the status of budgetary accounts. In addition, the module has full financial accounting capabilities and will substantially reduce Library staff time now required to monitor budgetary expenditures. The cost of acquiring the acquisitions module is \$20,000 which can be paid in two interest-free annual installments. After the initial year there will be an annual maintenance fee of \$2,400.

E-Mail Notification

The mailing of notices on overdue books, on the availability of books placed on hold, on the arrival of interlibrary loans, etc. is time-consuming for the Circulation Service staff and requires a substantial postage expenditure. The software is now available that will enable this process to be automated with the appropriate information being emailed to the patron. The cost of installing this addition to the circulation system is \$6,500. Possibly, the College of Marin will pay half of this expenditure.

Link+ and ArticleReach

Link+ is a consortium of academic and public libraries located throughout California which has a single searchable catalog totaling approximately 7 million volumes. Were the

University to join this consortium, the Library's public access catalog would allow students and faculty to electronically request an item not available in the Alemany Library, but available in one of the participating libraries, and have it delivered by van. Items would be held at the Circulation Desk for pickup within 10 days, and the patron could retain them for up to 3 weeks. The advantage of Link+ over the traditional interlibrary loan system is two-fold. The request is submitted electronically by the borrower eliminating many hours of staff time currently expended to arrange interlibrary loans. Because of the van service, the materials requested would be on hand not within weeks, but within 2 to 4 days.

It should also be noted that currently under development is ArticleReach, a new serials delivery service that will complement Link+. ArticleReach will allow Link+ member libraries to share articles with minimal staff assistance. No staff members will be involved in accepting a request, identifying and contacting potential suppliers or tracking the request during the fulfillment process. It would expand the Library's ability to provide scholarly articles available only in print and provide this service with a rapid turnaround time.

The expenditure required to join Link+ is not insignificant. The initial fees will total \$6,500, and then there will be a monthly fee of \$1,700 (\$20,400 annually) as well as a fee for the van service. However, the Alemany Library's collection will never exceed 150,000 volumes, but by joining Link+ its patrons will have convenient access to 7 million additional titles. Were we to eventually add ArticleReach many print journal articles would also be readily accessible. When these services are combined with our electronic access to 30,000 serials titles, the Alemany Library becomes a significant Bay Area research/information center.

A Wireless Library

Students have been expressing a desire to have wireless access in the Library. Many already have laptop computers, and with prices steadily dropping, laptop use in the Library will inevitably increase. It is proposed, therefore, that wireless access be provided throughout the entire Library, as well as in the outdoor areas surrounding it. More patrons would be encouraged to use their own laptops, and the desktop computers currently clustered in the Information Commons could then be disbursed throughout the reading and stack areas. Rather than being crowded into a small area, students would be able to select quieter and more comfortable areas in which to do their research, and to the extent that they are using their own computers the need for staff technical support will decline.

Library Website

A university research/information center should be capable of meeting many of the off-campus needs of its patrons. It is proposed that the Library website be expanded to incorporate instant messaging, enabling students and faculty members to seek advice and assistance from Librarians. Timely website updates are an extremely effective way to draw and retain an audience, and the Library's website could, at a relatively low technology cost, include a blog, a newsletter and audiovisual information. However, to

accomplish these goals more faculty and staff time will be required than the Library currently has available.

Audiovisual Needs

The Library has need of a room where students can view films and listen to music and where audiovisual materials can be securely stored. It has been proposed in the section of this plan on Space Utilization that the Sister Aquinas Lounge, which the Information Technology Department will be using temporarily, eventually be transformed into a multimedia viewing and storage room. Several stations could be constructed to provide DVD, CD and VHS viewing and listening, utilizing headphones. There would also be a high-definition kiosk for art and film students needing higher resolution multimedia access.

SPACE ALLOCATION WITHIN THE LIBRARY FACILITY

For the Library to effectively support the University's expanding graduate programs, its developing emphasis on undergraduate research, and its commitment to maintaining a strong liberal arts core curriculum, more space within the facility will be required. It is recognized that these proposed modifications may take a period of years to implement. The Library's recommendations follow:

1. Computer clusters and labs (such as the Information Commons and the Fletcher Jones Lab) are no longer considered necessary to provide state of the art electronic access to the information that libraries make available. Stand-alone desktop work stations are rapidly becoming dated. Instead, wireless technology should be implemented throughout the entire Library and the current desktop computers should be disbursed throughout the stacks and reading rooms. In the years to come it is likely that every student will expect, and need to have, the enhanced mobility and privacy provided by a wireless laptop computer. Additionally, eliminating Labs and clusters will allow for greater flexibility in the use of the University's limited space.
2. The Computer Learning Center (Room 211) should be redesigned as a spacious lecture/demonstration classroom available as a multipurpose space but reserved primarily for sections of RES 2000 and other library-related instruction for graduate and advanced undergraduate students. Adjacent room 212 should be extended back to the western wall as an ancillary space which could then be used in tandem with the new classroom. Restoring the original windows would open the room to natural light, creating a more inviting, versatile area.
3. Room 222 (The Harris Lab) is currently being used by the Library for nearly all sections of RES 2000. It is poorly designed for that purpose. The room is unbearably overheated, and the Librarians consider it a challenging space in which to teach. By restoring the windows, refurbishing and reconfiguring the

room it could be transformed into a more inviting environment which might also serve as a profit-generating community meeting room. It is essential that the library have priority that will enable most, if not all sections of RES 2000, to be scheduled in Room 211.

4. Library faculty are teaching and scheduling office hours regularly throughout the academic year. However, at present, only one Librarian has a private office. Three librarians share one room designed for two, and a fourth has a desk in a large open work area with a number of technical and administrative support staff and work study students. Clearly, the Librarians are in dire need of offices where they can conduct private conversations with students, meet with faculty, and engage in uninterrupted professional work. Recognizing that there may not be an immediate solution to this problem, it is proposed that eventually the offices now used by the Information Technology Department be reserved for Library faculty.
5. To prevent recurring losses of journal issues, the serials collection requires a secure location. It is proposed that the Fletcher Jones Computer Lab, along with the office now occupied by the student newspaper, be transformed into a Serials room. Given that patrons now have electronic access to thousands of full text journal articles, many of the Library's bound periodicals volumes will be weeded from the collection. A number of the more popular titles will be moved to a leisure reading area (described below). Once this is accomplished, the smaller serials collection will fit into this room. The office will provide work space for the serials staff.
6. The University's archival and special collection materials are at present, scattered throughout the Library. The room housing the Mac Lab would make an excellent location for housing and protecting rare books and archival materials.
7. As noted in the collection development section, it is proposed that the book collection gradually expand from the current 100,000 volumes to a maximum of 150,000 volumes. For this goal to be achieved more shelving space will be required. If the bound volume collection is to be reduced in size and moved to the Fletcher Jones Lab, there will then be stacks available on the main level to house a collection of 150,000 volumes.
8. The University places emphasis on the pedagogical value of small group process and interactive learning. Unfortunately, however, the Library does not provide an inviting environment for such activities. A common complaint received from traditional undergraduates and Pathway students, as well as graduate students, is the lack of suitable group study space in the Library. Small, sound-proofed group study rooms are required and possibly could be constructed either in what is now the serials area or along the walls in other areas on the main level.
9. The Library has a growing audiovisual collection composed of VHS, DVD and CD-ROM titles. Students frequently express frustration over the lack of a quiet

space where these materials can be heard and/or viewed. The Information Technology Department has requested the use of the Sister Aquinas Lounge for staff instructional purposes for approximately eighteen months. It is proposed that once this period of time has elapsed, the room then be dedicated to the viewing and storing of audiovisual materials. This space would provide security for the Library's audiovisual holdings which, currently shelved in the open area behind the Circulation Desk, are vulnerable to theft and loss. In support of the Communications Department's new film program, the room could easily be outfitted with HDTV.

10. The Library lacks a space where maps relevant to the University's curricula can be stored and examined by students and faculty. It is proposed that the glassed-in space, removed several years ago in order to establish the Information Commons computer cluster, be restored to meet this need.
11. The Walter Rosenberg Reading Room is an excellent location in which to develop a leisure reading area for students, staff, faculty, and the community. Given its location and accessibility, once refurbished with appropriate furniture, shelving, and lighting, this space will provide a pleasant environment for relaxation where patrons can avail themselves of a variety of magazines and light novels.

LIBRARY MARKETING PLAN

The goals and objectives delineated in this strategic plan become meaningful only to the extent that the Library succeeds in playing an increasingly active role in the educational process. If students and faculty are unaware of the Library's resources, lack the technical skills to access them, or are simply reluctant to use them, these services have little purpose. Therefore, the value of developing and implementing a comprehensive Library marketing plan cannot be overemphasized.

The Library's most effective tool for marketing its collections and services will continue to be RES 2000, a required General Education course taught by the Library faculty. Each semester approximately 500 students complete this one-unit course in which they develop a familiarity with the Library's various research tools, learn to create an effective search strategy, and learn how to evaluate the results of their searches. The Librarians also offer an extensive program of classroom presentations on research techniques, about 40 during the fall 2006 semester alone. In addition, Reference Librarians are on hand 65 hours a week to provide students with one-on-one advice and assistance.

The Library also serves as a campus center, offering a variety of monthly exhibits. It provides space for displays related to various events that are of interest to students and the community. The University Art Department utilizes the lobby as an art gallery providing numerous exhibits throughout the year that attract student as well as community interest.

OUR VISION FOR MARKETING THE LIBRARY

A university library should be the focal point of a campus. In addition to housing the institution's collections and other resources, the building should provide students with an inspiring, uplifting environment along with comfortable study and leisure reading spaces. Though it is now more than forty years old, the award-winning Alemany Library is a well-designed building and can still be a perfectly functional facility for the digital age. However, the public areas have deteriorated over the years, and a plan to make them more inviting is long overdue. The Library's Marketing Committee will be developing a proposal for the refurbishing of the various public areas. Library staff will be visiting other Bay Area libraries and will schedule consultations with one or more architects or interior designers who specialize in libraries. In the near future a plan will be presented to the University to create a more functional and aesthetically pleasing library.

The Library's Marketing Committee has identified these additional methods to promote its presence at the university and encourage increased as well as more effective use among all patron groups.

1. A survey will be conducted to determine the perception that users have of the quality of the services provided. Are there still un-met needs? How relevant are Library services to what is being presented in the classroom?
2. The Library plans to work with the Admissions and Marketing offices to develop an "Introduction to the Library" package of materials which will be distributed to prospective and incoming students and faculty.
3. There will be presentations by the Library faculty at CLIENT workshops and Faculty Forums regarding various Library services with particular attention paid to our electronic resources.
4. Emphasis will be focused upon alerting the entire University community to the Library's extensive electronic resources and its special print and DVD collections. In addition to arranging presentations for individual academic departments, emphasis will be placed upon scheduling seminars for graduate students planning their theses, many of whom have not had the opportunity to enroll in RES 2000.
5. The Library's website requires additions and upgrades, including timely information updates, a "new acquisitions" page, subject guides and pathfinders, user friendly pages providing assistance on database navigation, and the preparation of proper bibliographic citations. Implementation will be contingent upon staff time available.
6. The Library staff will work with the Information Technology Department to integrate Library services into My.Dominican.edu, enabling patrons to secure

reserve materials and generate interlibrary loans online. Also being planned is a new WebPac interface for the online catalog which will reflect Dominican branding.

ADDENDUM TO SECTION ON BOOK COLLECTION

The following broad subject areas are represented in the collection and are listed in order of depth of holdings:

Language, Linguistics and Literature: 21,826 volumes or 27.8%
(Strengths in English and American primary literature with supporting criticism and substantial collections in Spanish and French literature)

History, Anthropology, and Archaeology: 12,909 or 16.4%
(Strengths in English, American, Native American, general European and women's history as well as the genre of biography)

Philosophy and Religion: 8883 volumes or 11.3%
(Strengths in Christianity, Roman Catholic theology, biblical criticism, ancient through modern philosophy and ethics, and Islam)

Studio Art and Art History: 5963 volumes or 7.6%
(Strengths in painting, iconography, the decorative and visual arts, photography, print making and the graphic arts)

Music and Performing Arts: 5423 volumes or 7%
(Strengths in music history and criticism)

Education: 3494 volumes or 4.5%
(Strengths in educational theory, school administration, early childhood and primary education, the history of education, and special education)

Biology, Chemistry, Geography, Physical and Earth Sciences: 2638 volumes or 4.3%
(Strengths in general biology, ornithology, and natural and environmental history)

Business and Economics: 3091 volumes or 4%
(Strengths in business administration, marketing, economic history and theory, and economic conditions)

Nursing and Allied Health: 3024 volumes or 3.8%
(Strengths in medical history and ethics, nursing theory, nursing practice, complementary health care, and occupational therapy)

Sociology: 2834 volumes or 3.6%
(Strengths in the social aspects of women, marriage, family and human sexuality, especially gay, lesbian, bisexual, and transgender issues)

Political Science and Law: 2136 volumes or 2.1%
(Strengths in international relations, American political institutions, and political theory)

Psychology: 1476 volumes or 2%

(Strengths in major systems and theories and psychotherapeutic technique,
especially psychoanalytic psychology)

General Reference Works, Book Arts, and Library Science: 1355 volumes or .017%

Computer Science and General Technology: 701 volumes or .009%

Mathematics: 641 volumes or .008%

Journalism: 231 volumes or .003%

(Strengths in the history of the press in the United States)

Miscellaneous Disciplines: 1183 volumes or .015%