



Greater Western Library Alliance Strategic Plan 2003-2004

Vision

The Greater Western Library Alliance is a dynamic, effective, project-oriented regional consortium of leading research libraries located in the Central and Western United States. It is an internationally recognized leader in the transformation of scholarly communication, and a facilitator in the application of new information technologies. The activities and collaborative projects of the Alliance contribute to a demonstrable expansion of access to quality information both within and beyond the boundaries of the consortium.

Mission

The Greater Western Library Alliance delivers cost-effective and high-quality information services and resources to its member institutions and their clientele. The Alliance is a full partner and dynamic leader in the national and international scholarly arenas of learning and research. It relies on the highly skilled staffs of its member libraries to capitalize on new technologies, to forge effective and meaningful partnerships, and to promote innovation and excellence.

1. **Building Capacities Program**

The Building Capacities Program entails an ongoing effort to share and leverage ideas, expertise, and best practices across the consortium, utilizing the tremendous human resources that we have within the membership. This program also addresses leadership roles within the consortium's governance structure, collaboration with other groups, and effective use of GWLA staff and financial resources.

1.1. GOAL – Provide opportunities for sharing and leveraging ideas, expertise and best practices across a broad spectrum of ideas of interest to the alliance.

1.1.1. Objective - Build leadership roles and capacities of member libraries and their staffs as well as GWLA staff.

1.1.2. Objective - Determine continuing education needs and identify appropriate programs and initiatives.

1.1.3. Objective - Consider broad representative membership criteria and new potential contributors when nominating and appointing GWLA directors and member library staff to nomination slates, committee and task force membership, etc.

1.2. *GOAL* – Ensure efficient alliance operations and make effective use of GWLA resources to support the GWLA strategic plan through compelling collaborative programs and initiatives, strategic planning processes, and governance mechanisms that meet the needs of the GWLA membership.

1.2.1. *Objective* - Provide broad-based opportunities and mechanisms for member library participation in GWLA governance.

1.2.2. *Objective* - Ensure a strategic and viable membership program for continuing and potential new member libraries.

1.2.3. *Objective* - Maintain and rely on strong strategic and tactical planning processes with emphases on member library participation and assessment.

1.2.4. *Objective* - Maintain an agile and inclusive governance structure that employs a variety of methods for conducting alliance business and pursuing strategic goals and objectives

1.3. *GOAL* – Provide financial planning and management that ensures the alliance's fiscal health.

1.3.1. *Objective* - Maintain a Budget and Finance Committee that reports to the Board of Directors and is advisory to the Executive Director. The committee is responsible for providing general oversight of the Alliance's budget, expenditures, investments, and fiscal reliability.

1.3.2. *Objective* - Maintain a budget and process that addresses the alliance's strategic goals and objectives, changing financial environments and trends, and sound fiscal policies.

1.3.3. *Objective* - Maintain a budget reserve fund for unexpected changes in financial resources and unusual compelling strategic financial commitments in support of the GWLA strategic plan.

1.3.4. *Objective* -- Provide necessary software tools for supporting fiscal planning and monitoring.

1.3.5. *Objective* - Identify and promote sponsorship and funding opportunities for GLWA programs and business.

1.4 *GOAL* – Maintain an effective communication program to keep the membership aware of alliance programs, meetings, initiatives, general operations and overall alliance business.

1.4.1. *Objective* - Manage a diverse communication strategies for a wide-variety of information needs and maintain a clear historical alliance record.

1.4.2. Objective - Assess the alliance service needs of member libraries.

1.5 GOAL – Ensure a strong GWLA staff and leadership that meet the needs of the membership.

1.5.1. Objective - Ensure a staff organization with appropriate infrastructure and staff expertise that meets programming needs and strategic directions of the alliance.

1.5.2. Objective - Attract and retain the best staff and enable effective staff development through a sound personnel management program, competitive salaries and benefits programs, access to staff and leadership development opportunities, and necessary tools and equipment to conduct business.

2. Resource Sharing Program

The Resource Sharing Program leverages the combined collections, services and operational activities of GWLA member libraries for the maximum benefit of individual GWLA members and GWLA as an alliance. Essential components include document delivery and interlibrary lending/borrowing; cooperative purchases of key electronic information resources, building collaborative digital libraries, and development of new models for cooperative intellectual and resource-based collections, services, and processing activities and tools in targeted disciplines or operations.

2.1. GOAL – Maintain strong document delivery and interlibrary loan programs that effectively share resources among all GWLA members.

2.1.1. Objective – Evaluate and improve current ILL practices among member libraries within the framework of the NAILLD principles and GWLA best practices.

2.2. GOAL – Maintain a strong program to provide alliance members with more cost-effective access to strategic electronic resources through joint license agreements and purchases.

2.2.1. Objective - Identify and act on opportunities to negotiate favorable terms for the purchase of electronic resources for member libraries and other potential participants.

2.2.2. Objective - Continually assess current electronic resources collections in the member libraries and identify potential collective needs.

2.3. GOAL – Develop targeted consortium-wide digital collections in subject areas that support instruction and research missions of the member institutions.

2.3.1. *Objective* - Through task force structures, consisting of key librarians and technical staff, continue to determine potential areas of cooperation using appropriate technical standards

2.3.2. *Objective* - Identify potential funding sources (foundations, federal agencies, etc.) for digital projects.

2.4 *GOAL* – Develop comprehensive models for cooperative intellectual and resource-based collections and services (including resources in all formats, services, and new tools such as portals and gateways) in targeted disciplines or operations.

2.4.1. *Objective* - Identify and participate in consortial-based or leveraged collection development programs, services, and new and traditional processing functions.

2.4.2. *Objective* - Identify resource-sharing projects associated with specific disciplines for initial testing and then developing methodologies and appropriate standards.

2.4.3. *Objective* - Identify potential funding sources (foundations, federal agencies, etc.) for projects and initiatives

3. **Scholarly Communication Program**

The Scholarly Communications Program supports the fundamental national need for substantive and permanent change in the scholarly communications process. Being yet another advocate for change is not enough. The alliance seeks to be a key player and influencer in the development of new alternatives to traditional scholarly publishing venues as well as the creation and promotion of new and expanded information resources within the consortium.

3.1 *GOAL* – Become a change agent and national influencer in efforts to return control of the scholarly communication process to the academy.

3.1.1. *Objective* - Engage in partnerships with scholarly societies and others to develop alternatives to commercial scholarly publishing.

3.1.2. *Objective* - Maintain close collaborations with institutional provosts to ignite influence and gain support regionally and nationally in promoting balanced access to information resources and exciting new alternatives for traditional publishing mechanisms.

3.2 *GOAL* – Explore, create, promote expanded access to new information resources to GWLA institutions as well as to the broader academic research community

3.2.1. *Objective* - Support the development of a federated

approach to the development of institutional repositories within GWLA libraries

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