



# **Winona State University Darrell W. Krueger Library Strategic Plan**

**Continuing to Lead on Issues of Information Literacy**

**Fall 2025 – Summer 2028**



**“A Community of Learners Improving Our World”**

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## Darrell W. Krueger Library 2025 - 2028 Strategic Plan

### Mission Statement

The mission of the Darrell W. Krueger Library is to provide our community of learners with the information resources and services they need in an environment conducive to learning.

### Pillars

- **Education** - The Darrell W. Krueger Library will provide users with an engaging experience and a wide range of educational opportunities.
- **Collections** - The Darrell W. Krueger Library will develop and maintain high-quality collections that are useful to the learning community and to the University's academic programs.
- **Discovery, Creative Achievement, and Scholarship** - The Darrell W. Krueger Library will lead and partner with other campus units to support the discovery and creation of knowledge and to enhance our patrons' natural curiosity.
- **Learning Environment** - The Darrell W. Krueger Library will make efficient use of public and collection spaces, both physical and virtual, to provide convenient and reliable access to knowledge and information.
- **People and Organization** - The Darrell W. Krueger Library will cultivate an organizational culture to engage and empower our community of learners.

### Our Patrons

WSU (Winona State University) students, faculty, staff, alumni, retirees, and the public

## **Welcome**

Information and digital literacy are key components of a modern society and a thriving democracy. Information literacy empowers people to find, evaluate, and apply information effectively. Today, this cannot be accomplished without digital literacy, the ability to use technology effectively to create and share knowledge individually and in collaboration with others. Libraries are uniquely positioned to support the development of both skills. This strategic plan for the Darrell W. Krueger Library is focused on student success via enhancing both the information and digital literacy of our patrons.

This document represents the culmination of work started in Spring of 2020. Work on this plan was delayed as effort was focused on addressing immediate needs of the pandemic. In the fall of 2022 work was refocused on bringing this plan to life. It became clear that the development of information and digital literacy as a foundation is possible because of the focus on education, collections, discovery, creative achievement, scholarship, the learning environment and the alignment of people and the organization. All these areas are pillars in the strategic plan. These pillars serve as an integral system supporting our patron's information needs.

## **Overarching Goals**

Darrell W. Krueger Library is the center of research, discovery, and creative output at Winona State University.

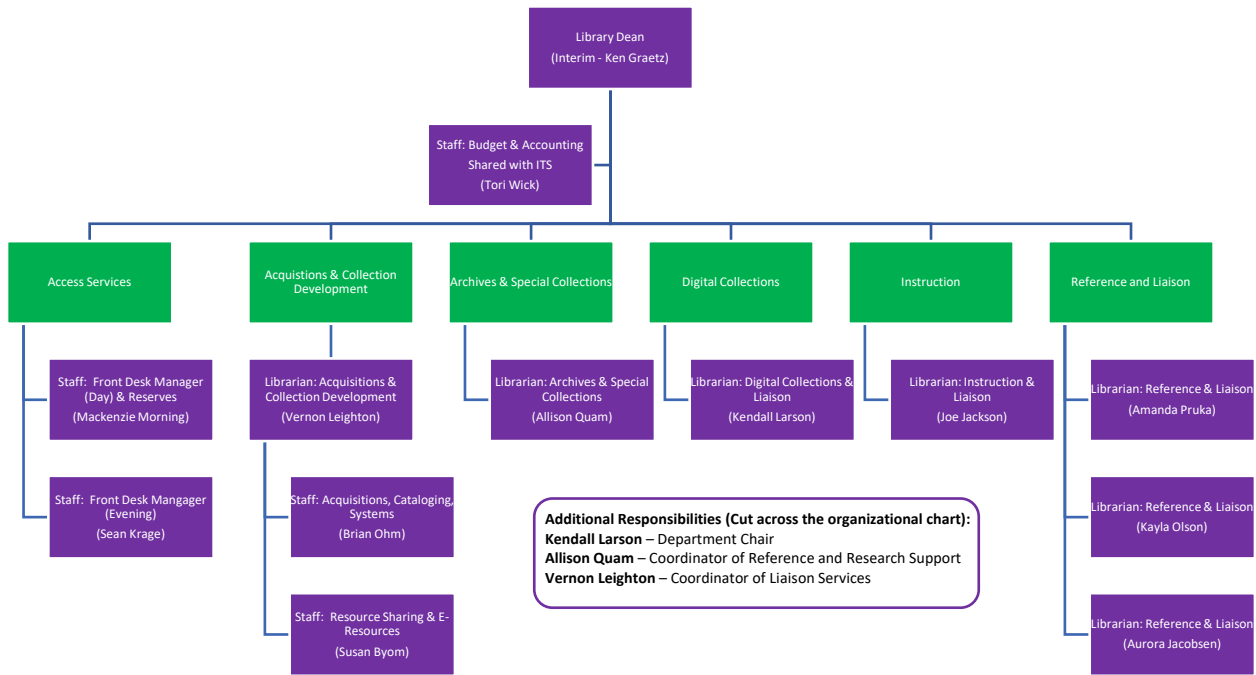
Our goals are to:

1. To engage collaboratively with WSU educational processes and initiatives.
2. To develop and maintain scholarly resources which satisfy the needs of our community of learners.
3. To provide and maintain access to information resources our users may need.
4. To maintain clear communication with our community of learners.
5. To provide services and programs designed to assist users with the navigation, management, and effective use of the complex world of information.
6. To provide effective personal assistance at public service desks.
7. To encourage skills and professional development for library personnel.
8. To continue to develop and maintain a student-centered learning environment.

Krueger Library provides essential services for our community of learners such as research and information literacy instruction (classroom and self-paced subject and course library guides), research consultation, resource sharing and access to materials around the world for our students and faculty. The library has over 250,000 print book volumes, 435,000 e-book volumes, 4,800 print serial titles, 100,000 electronic serial titles, access to more than 100 databases and is a U.S. Federal Depository with more than 20,000 government resources in paper and 100,000 in microfilm formats.

## Organization

The Darrell W. Krueger Library is organized around six areas. Those areas include Access Services, Acquisitions and Collections Development, Archives and Special Collections, Digital Collections, Instruction, and Reference and Liaison Services. How human resources are aligned with these services is depicted in the graphic below. (**People** are purple, **Organizational Areas** are green)



## Responsible Positions – Position Holder

Abbreviation	Full Title – Responsible Position	Fall 2022 Position Holder
DEAN	Interim Dean of the Library	Ken Graetz
CHAIR	Library Department Chair	Kendall Larson
A&CD	Acquisitions and Collections Development Librarian	Vernon Leighton
A&SC	Archives and Special Collections	Allison Quam
REF	Reference Services	Allison Quam
DC	Digital Collections Librarian	Kendall Larson
OC	Outreach Coordinator – extended (5 years)	Kendall Larson
AS	Access Services	Ken Graetz
E&ST	E-Resources and System Team	Vernon Leighton and Amanda Pruka
WEB&UX	Web and UX, and E-Resources	Amanda Pruka
ENGAGE	Engagement	Kayla Olson
LS	Learning Spaces	Allison Quam

INSTRUCT	Instruction and Engagement Workgroup	Kayla Olson, Kendall Larson, and Aurora Jacobsen and Allison Quam
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## Winona State 2035

The Library's strategic priorities are aligned with the Core Commitments, Key Issues, and planning pillars of Winona State 2035. These priorities are also aligned with the current and emerging Academic Plan. Finally, they include bold, innovative goals that promise to propel Winona State forward.

**Goal 1: Education.** The Darrell W. Krueger Library will provide users with an engaging experience and a wide range of educational opportunities.

The Library's development of accessible instruction, focus on information literacy, and emphasis on communication and outreach align with the Winona State 2035's core commitments to strengthen support and advance inclusive excellence and addresses a key strategic issue: "How do we meet changing learner needs?" It will also support the Enduring Literacies *Warrior Edge* initiative.

**Goal 2: Collections.** The Darrell W. Krueger Library will develop and maintain high-quality collections that are useful to the learning community and to the University's academic programs.

Developing the Library's extensive resources aligns with Winona State 2035's core commitment to improving faculty and student support and is a key component in achieving academic excellence.

**Goal 3: Discovery, Creative Achievement, and Scholarship.** The Darrell W. Krueger Library will lead and partner with other campus units to support the discovery and creation of knowledge and to enhance our patrons' natural curiosity.

In addition to supporting academic excellence and student success, this goal is aligned with the Winona State 2035's *Warrior Way* in its emphasis on community.

**Goal 4: Learning Environment.** The Darrell W. Krueger Library will make efficient use of public and collection spaces, both physical and virtual, to provide convenient and reliable access to knowledge and information.

This goal is aligned with the Winona State 2035 core commitment to enhance facilities and the Warrior Shield's emphasis on creating resilient, sustainable, and responsive spaces for learning.

**Goal 5. People and Organization.** The Darrell W. Krueger Library will cultivate an organizational culture to engage and empower our community of learners.

Aligned with Winona State 2035's *Warrior Way* pillar, the focus on community services and kindness will be a point of pride for the Library over the next five years.

## 1. Education

The Darrell W. Krueger Library will provide users with an engaging experience and a wide range of educational opportunities.

### 1.1 Augment Online Learning Environments (Core Commitments)

Activity	Responsible	Time (yrs.)
<p>1.1.1 Develop D2L Modules. Prioritize D2L modules and content dealing with general library services, information literacy, and the use of basic library resources. Once those areas are covered, work on more subject-specific modules.</p> <p><i>Assessment:</i> Count modules developed. Continuing, minimum of annual review/updates</p>	INSTRUCT	1-3
<p>1.1.2 Develop more online instruction opportunities and online tutorials.</p> <p><i>Assessment:</i> Count number of opportunities and online tutorials created.</p>	INSTRUCT	1-3
<p>1.1.3 Prioritize and improve asynchronous instructional tools.</p> <p><i>Assessment:</i> Review the number of faculty who are integrating Open Learning Materials into their courses.</p>	INSTRUCT/ENGAGE	1-3
<p>1.1.4 Partner with TLT (Teaching and Learning Technology) on online instructional opportunities such as: Learning Labs, promoting library services, and electronic resources.</p> <p><i>Assessment:</i> Count number of instructional opportunities partnered.</p>	OC/ENGAGE/INSTRUCT	1-3

### 1.2 Enhance Information Literacy Principles (Changing Learner Needs)

Activity	Responsible	Time (yrs.)
<p>1.2.1 Review and integrate the 2024 plan to enhance ACRL (Association of College and Research Libraries) information literacy principles within current library instruction and to integrate new advanced information literacy principles into future instruction (LIBS course and other instructional opportunities).</p> <p><i>Assessment:</i> Plan developed and implemented.</p>	INSTRUCT	1-3

1.3 Promote Diversity, Equity, and Inclusion (Core Commitment)

Activity	Responsible	Time (yrs.)
1.3.1 Develop and implement a plan to promote and strive toward diversity, equity, and inclusion in all library educational opportunities.  <i>Assessment:</i> Plan developed and implemented. Document activities.	DEAN/CHAIR	1-3

1.4 Improve Communication and Outreach (Changing Learner Needs; Core Commitment; Financial Sustainability)

Activity	Responsible	Time (yrs.)
1.4.1 Create and implement a communication and outreach plan to promote the library as a hub of academic research and support. As part of this plan: <ul style="list-style-type: none"> <li>• Document and highlight library/faculty/student collaborative projects to enhance the learning experience of students and promote research and creative achievement at WSU.</li> <li>• Promote enhanced and improved services such as resource sharing, circulation, liaison, instructional opportunities, physical collections archives and special collections, e-resources, and digital collections.</li> <li>• Partner with and define roles with TLT to promote Open Education Resources (OER) and Open Access publishing.</li> <li>• Work with the admissions office to better communicate the library's mission: to serve the academic community.</li> </ul> <i>Assessment:</i> Plan developed and implemented. Annual Plans and Implementation	OC/ENGAGE	1-3
1.4.2 Create list of opportunities to advocate and educate at local and state levels about essential library resources and budget needs to support undergraduate and graduate programs (cross reference with collections). <ul style="list-style-type: none"> <li>• Advocacy - Communicate with MinnState colleagues for budgetary advocacy.</li> <li>• Advocate at local and state levels for adequate resources to fund essential curricular resources with built in plan for inflation.</li> <li>• Revise talking points document</li> <li>• Promotional material</li> </ul> <i>Assessment:</i> Count and document opportunities to advocate.	DEAN & CHAIR, A&CD	1-3



### 3. Discovery, Creative Achievement, and Scholarship

The Darrell W. Krueger Library will lead and partner with other campus units to support the discovery and creation of knowledge and to enhance our patrons’ natural curiosity.

#### 3.1 Improve E-resources

Activity	Responsible	Time (yrs.)
<p>3.1.1 Develop and implement a plan for e-resources. The plan would include:</p> <ul style="list-style-type: none"> <li>• Review, curate, and publicize Alma sets, including OER (Open Education Resources) sets, activated within our OPAC.                             <ul style="list-style-type: none"> <li>○ Develop a process for recommendation, approval, integration, and continual renewal of Alma sets into the Primo Knowledge base. For educational purposes – Documentation/list of all sets and e-resources in Primo in Libguides.</li> </ul> </li> <li>• Continually develop and optimize discovery tools such as LibKey, and WorldCat</li> <li>• Integrate and optimize all library databases and resources.</li> <li>• The future of Leganto? – optimization and increased findability of library resources; Connected to Course Reserves</li> </ul> <p><i>Assessment:</i> Plan developed and implemented.</p>	<p>E&amp;ST WEB&amp;UX INSTRUCT E-RESOURCES</p>	<p>1-3</p>
<p>Proposed revision for 3.1.1 (AP)</p> <p>Develop and implement a plan for Discovery Optimization that includes:</p> <ul style="list-style-type: none"> <li>• A process for recommendation, approval, integration, and continual renewal of Alma sets into the Primo Knowledge base. Maintain documentation of sets on the library website.</li> <li>• A review of capability of integration of OpenRiver and other WSU resources into Alma/OneSearch</li> <li>• Review of settings for discovery in OneSearch, including the new AI option.</li> <li>• Review all database linking and discovery settings for accessibility, usability, and consistency</li> <li>• Develop discovery guides and/or other resources for locating specialized materials such as dissertations, audio, or archival material.</li> </ul> <p>Explore the future of Leganto – optimization and increased findability of library resources; Connected to Course Reserves – might be getting it through MnPALS</p> <p><i>Assessment:</i> Completed plan</p>	<p>WEB&amp;UX</p>	

#### 3.2 Strengthen Archives and Digital Collections

Activity	Responsible	Time (yrs.)
<p>3.2.1 Conduct a general assessment of the Archives</p> <ul style="list-style-type: none"> <li>• Review the current holdings</li> <li>• Create a basic inventory and organize the physical collection</li> <li>• Manage the collection to improve preservation and access, such as rehousing and metadata creation</li> </ul>	<p>A&amp;SC</p>	<p>1-5</p>

<i>Assessment: Record activity</i>		
3.2.4 Develop long-range preservation plan, which may include digitization of parts of the collections and identify a content management tool	A&SC	1-5
3.2.6 Identify and develop policies to support digital collections development, WSU published journals and WSUOER collections. <i>Assessment: Count policies developed.</i>	DC/ENGAGE	1-3
3.2.6 Showcase and document academic research and creative achievement at WSU. Promote the publications of faculty and student work using OpenRiver and open access journals. Increase awareness and engagement through digital collections, such as capstone, theses, dissertation collections and potential for faculty curricular incorporation and professional development. <i>Assessment: Count opportunities</i>	DC/Outreach/ENGAGE	1-3
3.2.7 Investigate integration opportunities for select OpenRiver Digital Collection into the Primo knowledge base (select collections). <i>Assessment: Count opportunities.</i>	DC/UX	1-3
3.2.8 Promote OpenRiver content to Winona State and beyond. <i>Assessment: Count promotions.</i>	DC, A&SC, & Liaisons	1-3
3.2.9 Digital Collections and Archives & Special Collections will work together for collection digitization and specialized programming. <i>Assessment: Count specialized programming developed.</i>	DC & A&SC	1-3

### 3.3 Augment Open Education Resources (OERs)

Activity	Responsible	Time (yrs.)
3.3.1 Develop internal educational opportunities, external learning opportunities for the library and our community of learners respectively. This may include a central Libguide and/or other resources focused on OERs/OA Resources <i>Assessment: Count opportunities.</i>	INSTRUCT/ENGAGE	1-3

### 3.4 Enrich the Student Experience

Activity	Responsible	Time (yrs.)
3.4.1 OpenRiver: Digital Repository Development <i>Assessment: Count development opportunities.</i>	DC	1-3
3.4.2 Partner with TLT and the DLC (Digital Learning Commons) to examine campus needs for digital humanities technology <i>Assessment: Counted number of partnerships.</i>	ENGAGE	1-3

<p>3.4.3 Development of a plan for continual scheduled review and updating of the WSU Library Website: Functionality and User Experience</p> <ul style="list-style-type: none"> <li>• Implement student usability testing with the library website.</li> <li>• Review of User Experience for website navigation. Reviewing main navigation for homepage and underlying pages main navigation. Some information is not available from the home page.</li> <li>• Review and edit underlying pages, starting with most used services.</li> </ul> <p><i>Assessment:</i> Plan developed and implemented.</p>	<p>WEB&amp;UX &amp; OC</p>	<p>1-3</p>
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## 4. Learning Environment

The Darrell W. Krueger Library will make efficient use of public and collection spaces, both physical and virtual, to provide convenient and reliable access to knowledge and information.

### 4.1 Enhance the Student Experience (Space)

Activity	Responsible	Time (yrs.)
<p>4.1.1 Review the student user experience for both physical library spaces and distance/virtual online experience. Questions and areas in which to investigate:</p> <ul style="list-style-type: none"> <li>• Review students need for physical and virtual library spaces and services.                             <ul style="list-style-type: none"> <li>○ Winona and Rochester locations</li> <li>○ Undergraduate, graduate and distance students</li> </ul> </li> <li>• Create plan to review UX for Website and public services. Website's primary purpose is as a discovery, learning, and instructional tool.</li> <li>• Develop an approach to gather information into how students use the physical library space. Include questions about what may enhance or improve library use through physical changes. Examples: organization of space, signage (digital and physical), entry signs with overview of services and locations.</li> </ul> <p><i>Assessment:</i> Develop and implement assessment.</p>	DEAN, CHAIR, WEB&UX & LS, ENGAGE	1-3

### 4.2 Develop Learning Commons

Activity	Responsible	Time (yrs.)
<p>4.2.1 work with stakeholders to analyze functions, needs, requirements for unified learning commons services in preparation for implement a plan to enhance the physical space of the library to support sustainability, student learning and faculty development.</p> <p><i>Assessments:</i> Plan developed and implemented.</p>	DEAN & CHAIR/ Full Library and other areas	1-3
<p>4.2.2 Communicate and investigate with partners the idea of expanding the library “learning commons” (DLC, TLT, Tutoring, and the Writing Center) before any major remodeling project. Deeper discussions planning restructuring needed.</p> <p><i>Assessment:</i> Done/Not Done</p>	DEAN & CHAIR	1-2

## 5. People and Organization.

The Darrell W. Krueger Library will cultivate an organizational culture to engage and empower our community of learners.

### 5.1 Augment Customer Service Experience

Activity	Responsible	Time (yrs.)
5.1.1 Identify areas of customer service to review and determine the frequency of those reviews.  <i>Assessment:</i> Count areas identified, and reviews done.	AS, DEAN	1-3
5.1.2 Identify opportunities for enhancing user experience and customer service processes. (Review automated emails)  <i>Assessment:</i> Count areas identified, and reviews done.	AS, UX, ENGAGE	1-3
5.1.3 Review and discuss communications with stakeholders (e.g., patrons, faculty, administration).  <i>Assessment:</i> Plan developed and implemented.	AS & OC	1-3
5.1.4 Develop ongoing assessment of customer service to enhance user satisfaction for public services points.  <i>Assessment:</i> Plan developed and implemented.	DEAN & CHAIR, ENGAGE, UX	1-3
5.1.5 Identify educational opportunities and point of need assistance (web, FAQs (Frequently Asked Questions), videos, tutorials, guides).  <i>Assessment:</i> Create lists of educational opportunities.	INSTRUCT, ENGAGE	1-3

### 5.2 Build Repository for Policies and Procedures

Activity	Responsible	Time (yrs.)
5.2.1 Identify areas of responsibility for which Library needs to develop policies.  <i>Assessments:</i> Identify and document.	DEAN & CHAIR	1-3
5.2.2 Identify, develop, and maintain written policies that meet current and future needs of the library.  <i>Assessment:</i> Identify and document.	DEAN & CHAIR	1-2
5.2.3 Identify, develop, and maintain guidelines and/or best practices.  <i>Assessment:</i> Identify and document.	DEAN & CHAIR	1-2
5.2.4 Create plan for communicating need for updates, review of policies for changes.	Dean & Chair	1-2

### 5.3 Align Work

Activity	Responsible	Time (yrs.)
5.3.1 Review areas of responsibility. <ul style="list-style-type: none"> <li>• E-Resources &amp; Subscriptions</li> <li>• Systems/Discovery</li> <li>• Digital Collections</li> <li>• Web &amp; UX</li> <li>• Assessment</li> <li>• Engagement</li> <li>• Outreach and Communications</li> <li>• Instruction</li> <li>• Distance Education [and Rochester services]</li> <li>• Archives &amp; Special Collections</li> <li>• Reference Services</li> <li>• Learning Spaces</li> <li>• Front Desk -Access Services</li> <li>• Resources Sharing</li> </ul> <p><i>Assessment:</i> Count the number of areas of responsibility reviewed (Done/Not Done).</p>	DEAN	1-3

### 5.4 Develop Team Building Process

Activity	Responsible	Time (yrs.)
5.4.1 Develop a process to create and maintain collaborative work groups and/or teams that address the area needs of the library. <p><i>Assessment:</i> Process created.</p>	DEAN & CHAIR	1-3

### 5.5 Address Curricular Review Concerns

Activity	Responsible	Time (yrs.)
5.5.1 Develop plan to address short comings in the curricular review process to communicate concerns around new programs when it involves library resources. <p><i>Assessment:</i> Plan developed and implemented.</p>	DEPT/CHAIR/LIAISON	1-3

### 5.6 Learn and Share with Peer Institutions

Activity	Responsible	Time (yrs.)
5.6.1 Seek and create opportunities to learn and share with our peer institutions and regional academic libraries with the goal of supporting services to our students and faculty. <p><i>Assessment:</i> Count opportunities.</p>	DEAN & CHAIR	1-3

