Consortium of Church Libraries and Archives (CCLA)
Three-year Strategic Plan, 2013-2016

Stakeholders
The Consortium of Church Libraries and Archives (CCLA) consists of representatives from academic and department libraries and archives of the Church of Jesus Christ of Latter-day Saints as listed in the Cooperative Agreement. A copy of the various institutions’ mission/purpose statements is attached at the end of this document.

Strengths, Weaknesses, Opportunities, Threats
An assessment has been made to determine the strengths, weaknesses, threats and opportunities that exist for this consortium.

1. Activities where strengths of the Consortium have been demonstrated include:
   a. Providing expertise. The Consortium has been able to provide a wide variety of expertise and training at low cost to institutions that need it, including:
      i. Providing training on copyright and intellectual property issues. Training and updates have been available through the consortium.
      ii. Sharing technical expertise. Expertise across the consortium have been leveraged for training and implementation of systems.
   b. Increasing purchasing power. Most libraries have been able to obtain discounts and access to both hard copy and electronic databases that they would not have been able to acquire without the consortium.
   c. Providing support, funding and resources related to technology. Technical knowledge is shared across institutions so each institution does not have to rely on creating and developing all technical support. Some of these are:
      i. LibQual – The consortium pays for all instances of LibQual and provides resources to help evaluate the outcome.
      ii. ILL – The Consortium handles training, support and access across all institutions.
      iii. Cataloging and search systems – Systems exist in which individual institutions may “opt in “or “opt out” of consortia licensed databases.
   d. Increasing digitizing capabilities. Libraries have been able to take advantage of acquiring and learning how to use Internet Archive Scribe scanners for digitizing; working collaboratively to get materials digitized, and have been able to share training and resources effectively.
   e. Developing metadata standards. Metadata expertise and processes have been jointly developed.
2. Weaknesses:
   a. **Collecting Mormon materials.** All institutions are interested in collecting Mormon materials to some degree. The policy on collecting these materials has not been clearly defined and many times institutions are competing with each other or collecting the same materials.
   b. **Cataloging collaboration and Authority control.** Cataloging issues differ from institution to institution, making it difficult to collaborate among the larger institutions. The smaller institutions have benefitted greatly by collaborating with others, accomplishing work that could not be done otherwise.
   c. **Serving the Patron.** Each institution has a different customer base resulting in little or no collaboration in reference and public services. This still remains at the institutional level.

3. Threats:
   a. **Institutional policies and procedures.** Each library is a separate institutional entity with different patron base. Each also operates within a larger sponsoring institution. This sometimes presents challenges to collaboration and coordination.
   b. **Economic concerns.** With the rate of inflation and fewer increases to budgets, it is difficult to maintain the current level of consortial purchasing. This may also become more difficult as enrollment in several CES institutions has been projected to increase significantly.

4. Opportunities exist to:
   a. **Identify strategy.** The Consortium can identify areas, goals, and initiatives where collaboration and coordination will improve the efficiency and effectiveness of multiple institutions.
   b. **Create guiding principles.** By understanding the needs of each institution in common areas, guiding principles can be developed for collecting Mormon materials.
   c. **Network and learn from each other.** By regularly interacting with other institutions, the consortium will be aware of and informed about other institutions needs, struggles, and successes while building relationships with others.
   d. **Help build the Kingdom.** The consortium supports the Church’s mission to help each institution’s patrons improve their lives and become better contributors to the Lord’s work. We do so by building relationships, sharing best practices, and leveraging cooperative purchasing power to provide patrons with needed resources and services.
   e. **Provide technical consultation and training.** The consortium can identify and provide technical training and collaboration opportunities, enhancing competency and unifying workflows where appropriate. Positive past results motivate us to continue cross pollination of skills and process.
**Key Values**
Values of CCLA guide decisions that are made as we share common institutional goals and objectives.

**We collaborate**
We collaborate as partners enabling us to achieve more by working together than we can working independently.

**We share**
We share resources and information as appropriate thereby building networks of expertise that foster collegiality, establish peer relationships, and improve relations.

**We respect**
We respect the needs of each institution, its users, and its collections and seek to support institutional direction in collecting, preserving, accessing and using materials.

**We innovate**
We innovate together by identifying “best practices” and implementing appropriate technological solutions to meet changing needs.

**We learn**
We learn from each other to improve staff skills and provide learning for individuals in the communities that we serve.

**The Mission**
The central purpose of CCLA is to provide expanded resources and improved services to the communities served by The Church of Jesus Christ of Latter-day Saints and its affiliates. In fulfilling this mission the Consortium strives to:

- **Serve** the learning needs of Church members and scholars
- **Share** in improved methods of discovery and delivery of library collections and services
- **Save** funds and reduce the cost of building collections and delivering services by leveraging resources and expertise, and
- **Strengthen and Preserve** collections in their various formats to meet changing needs

**The Vision**
CCLA seeks to leverage institutional resources providing users of CCLA institutions greater access to information that supports research and learning.

By 2016, CCLA will work cooperatively to maximize access to our collections by understanding and implementing improved technological solutions to increase digital capability as we collect and preserve materials.
Strategic Priorities

Strategic Direction 1. Digitization & Metadata Best Practices & Standards

Initiative A
Common digitization and metadata creation of unique collections
- 1 year goal – Identify a suite of digitization and metadata standards for use by CCLA members.
- 3 year goal – Create best practices for the application of the identified standards.

Initiative B
Develop skills at each institution to curate digital content
- 1 year goal – provide training/workshops on digital preservation

Initiative C
Improve access to information among members of the consortium
- 1 year goal – Collaborate within CCLA on content we are making discoverable through online catalogs. Make sure each institution’s digital collections & catalog records are available through Primo and other search tools.

Strategic Direction 2. Communication

Initiative A
Determine how to communicate the services/resources available through CCLA institutions to each other, to patrons, and to Shared Services.
- 1 year goal – Create a dashboard to share worthwhile and important measures with Shared Services

Strategic Direction 3. Training

Initiative A
Conduct training needs assessments at each institution. What expertise can we offer to the group?
- 1 year goal – use training needs assessments and determine how to meet those training needs.

Initiative B
Provide mentoring opportunities to improve knowledge and skills
- 1 year goal – conduct a mentoring needs assessment

Initiative C
Provide thematic trainings on issues of shared interest at Fall Meetings.
- 1 year goal – scheduled ½ day training in conjunction with 2016 Fall Meeting.

Strategic Direction 4. Business Continuity Plan

Initiative A

Updated September 2014
Create a Business Continuity Plan for CCLA

- Provide training to institutions on how to create effective Business Continuity Plans
- 1 year goal – Identify what are critical shared resources that would be impacted (for all CCLA institutions)
- 1 year goal – Examine each institutional disaster response plans to identify assumptions that we can rely on other CCLA institutions for backup plan
- 3 year goal – Create a formalized business continuity plan to meet needs
Institutional Mission Statements

BYU Hawaii
The Joseph F. Smith Library serves the BYU-Hawai‘i community by facilitating access to information, fostering learning through information literacy, and preserving our history and heritage.

BYU Hunter
The mission of the Howard W. Hunter Law Library is to be an active and responsive force in the educational life of the J. Reuben Clark Law School.

BYU Idaho
Brigham Young University-Idaho is affiliated with The Church of Jesus Christ of Latter-day Saints. Its mission is to:
1. Build testimonies of the restored gospel of Jesus Christ & encourage living its principles.
2. Provide a quality education for students of diverse interests & abilities.
3. Prepare students for lifelong learning, for employment, & for their roles as citizens & parents.
4. Maintain a wholesome academic, cultural, social, & spiritual environment

BYU Lee
The mission of the Harold B. Lee Library is to assist individuals in their quest for perfection by providing information resources and services that support educational pursuits, promote information discovery, advance scholarship, and nurture lifelong intellectual and spiritual growth.

Church History
We collect, organize, and facilitate appropriate access to materials in the Church History Library collection in order to build faith and allow for continual research and study of Church history. We do this by:
• Collecting, organizing, and preparing items of enduring value to meet the records and information needs of the institutional Church and individuals worldwide, including the recording of oral histories as resources permit and needs require
• Providing records management services to Church officers and employees at headquarters and in the field
• Producing well-cataloged items for easy discovery, while protecting sacred, private, and confidential information
• Fostering positive donor & patron experiences via excellent public services
• Maintaining and growing core subject matter expertise
• Developing and maintaining efficient processes and tools
• Digitizing more of the materials for preservation and delivery
• Making the Church History Library holdings and programs available to more people through modern technology and dynamic partnerships

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Family History
Our purpose in the Family History Department is to help Church members fulfill their divinely appointed responsibility to discover their families and qualify them for temple ordinances.

LDS Business College
The LDS Business College Learning Resources Unit is dedicated to: 1) providing students and faculty with access to course materials and other information resources that support and enhance that content; 2) instruction in information literacy; 3) service that is accurate, responsive, and builds a gospel-centered community; and 4) other goods, services, and activities that support a learning environment, core themes, and mission of the college.

Seminaries & Institutes
Our purpose is to help youth and young adults understand and rely on the teachings and Atonement of Jesus Christ, qualify for the blessings of the temple, and prepare themselves, their families, and others for eternal life with their Father in Heaven.