

**Cataloging Directorate  
Strategic Plan  
Fiscal Years 2003-2008**

**May 20, 2003  
with updates through August 8, 2003**

**Vision Statement  
Mission Statement**

**VISION:**

The Cataloging Directorate will be a leader in providing people with universal access to knowledge and creativity.

**MISSION:**

To provide leadership to the library and information communities and innovative and effective bibliographic access to onsite and remote resources.

## Introduction

The Cataloging Management Team presents the following strategic plan for fiscal years 2003 through 2008. The plan includes six strategic goals and thirty initiatives. The goals state the work that the Cataloging Directorate needs to do to carry out its mission during this entire period, covering both new initiatives and the ongoing operations of the directorate. Ongoing operations include cataloging production, support for cooperative cataloging programs, leadership in cataloging policy, and support for all Library programs, particularly affirmative action, effective staff management and recognition, the Library's security plan, and professional development. The Cataloging Management Team affirms its commitment to successful execution of ongoing operations, whether or not they are explicitly described in the strategic plan.

The strategic plan identifies thirty initiatives that the directorate will undertake during fiscal years 2003 and 2004—roughly the first two years of the period covered by the strategic goals. The following listing associates each initiative with the goal with which it is primarily affiliated. Additional goals that an initiative supports are noted in brackets after the initiative. The initiatives are ordered according to the ranking that the Cataloging Management Team assigned to each initiative based on the following five criteria: the degree to which the initiative improves efficiency of operations; improves the knowledge, skills, or abilities of staff; contributes to the Directorate's leadership reputation or builds partnerships; enhances the value of products or services; and supports realization of the AP3 (annual program performance plan) targets established for the directorate.

The strategic plan is the result of a Cataloging Management Team retreat held March 10 and 11, 2003. The retreat was facilitated by Judith P. Cannan, chief of the Technical Processing and Automation Instruction Office, who is also a certified facilitative leadership instructor. Extensive notes were prepared by Joseph Bartl, leader of Music and Sound Recordings Team I, Special Materials Cataloging Division. The Cataloging Management Team takes pleasure in thanking Ms. Cannan and Mr. Bartl for their outstanding contributions to the success of the retreat.

## GOALS & INITIATIVES

### **I. Provide national and international leadership in the development and promotion of cataloging policy, practice, standards, and programs.**

1. Work with OSI to provide collaborative leadership in setting national standards for descriptive metadata (i.e., metadata covering what we normally divide into descriptive and subject cataloging data).

[V, II, IV]

When: To begin fall 2003

2. Explore and implement new distribution models for the dissemination of cataloging and metadata standards and policies.

[IV]

When: To begin in fiscal 2003 with statement of purpose and goals

3. Explore/exploit the interest of other parties, e.g., publishers, national libraries, researchers, in the national authority file.

[II, IV]

When: 2003-2004

4. Develop and implement a long range plan for the implementation of Unicode, including exploring the impact of Unicode on cataloging production activities.

[II, IV]

When: August 2003-2005

5. Take a proactive role in the training of professional catalogers and continuing education, e.g., exploring the proof of concept for a school for cataloging.

[V, IV]

When: Aiming to launch regular offering in 2005

6. Take a leadership role in the development of an international cataloging code.

[IV]

When: 2001-2007

7. Assist with development of AACR3.

[II, IV]

When: 2006 or 2007

**II. Provide appropriate and quality bibliographic and inventory control data for onsite and remote resources.**

1. Establish a database maintenance unit and support maintenance projects.

[I]

When: 2003-2005

2. Optimize use of cataloging data from external sources.

[I, III, IV]

When: By September 30, 2004

3. Support baseline inventory control problem resolution.

[VI]

When: A separate workplan breaks down tasks, FY02 [sic]-FY06.

4. Study means to improve timeliness in cataloging.

[I, VI, III]

When: By June 2005

5. Develop New Books.

[I, IV]

When: 2004-2005

6. Investigate reported quality problems, and, if needed, identify mechanisms by which quality can be improved.

[I, III]

When: 2003-2004

7. Develop strategies to accommodate nonstandard cataloging, e.g., creating a separate ILS database.

[III, IV]

When: Completed

8. Promote the increased use of the catalog through the inclusion of relevant data, e.g., develop additional bibliographic enrichment projects.

[I, IV]

When: 2003-2004

### **III. Attain cataloging currency and meet arrearage reduction targets.**

1. Leverage opportunities resulting from the redesign of Copyright/Library Services interface.

[ ]

When: By September 30, 2004

2. Explore expanding PCC to include CIP and Dewey.

[I, II]

When: 2003-2004

3. Explore improving the quality of IBC records.

[II, III]

When: TBD

4. Rebuild TCEC as a browser-based application, e.g. to support telework and expansion of ECIP to the PCC.

[I, II, IV]

When: 2004-2005

5. Initiate business process improvements (BPIs) to provide efficiencies in cataloging.

[ ]

When: By June 2005

6. Develop and implement a new statistical reporting system.

[V]

When: By September 2004

### **IV. Provide leadership in the application of bibliographic control/access to digital content.**

1. Create team to work on challenges presented by electronic resources cataloging and the management of OSI strategic initiatives.

[V, I, II]

When: Short-term planning to be completed by September 30, 2003.

Four individual subgroups are working on different components of initiatives 1 and 3, considered in combination. The subgroups are Sources Analysis, Processing Rule Analysis, Tools Analysis, and Workflow Analysis.

2. Pursue achievement “Bibliographic Control of Web Resources: A Library of Congress Action Plan” (the Cataloging Directorate ER Action Plan).

[V]

Work plan available at: See the Bibliographic Control of Web Resources Action Plan at <<http://www.loc.gov/catdir/bibcontrol/actionplan.html>>

3. Collaborate with OSI, Acquisitions, Public Service Collections, Area Studies Collections, and others to develop strategies for providing timely access to digital counterparts.

[I, III, II]

When: Short-term planning completed by September 30, 2003.

Work plan available at: See under Goal IV, Initiative 1 above.

## **V. Develop staff resources and provide effective personnel management.**

1. Prepare staff to work in the digital environment.

[IV]

When: Complete by June 2004

2. Ensure development and retention of new hires.

[I, III, IV]

When: Ongoing

3. Seek or reallocate resources in order to meet the needs of Congress.

[III, II]

When: 2003-2004

## **VI. Ensure secure environment for Directorate staff, collections, and data.**

1. Negotiate and implement the draft management plan for labeling.

[II]

When: Bargain in 2004; implementation in 2004-2005

2. Implement the Library-wide IT security plan.

[ ]

Work plan available at: The initiative leader will update the management team on a regular basis as the plan progresses through the stages of the approval process.

3. Explore and develop contingency plans in the event of shutdown.

[III]

When: TBD