

Library Collection Development Strategy



1. Purpose of the Strategy

1.1 Library vision

We provide access to information and opportunities that engage, empower and are inclusive.

1.2 The need for a strategy

The purpose of the MidCoast Coast Libraries collection is to provide all individuals in the community with a balanced selection of books and other materials to aid the individual in the pursuit of education, information, research, pleasure, and creative use of leisure time.

This Strategy assists the Library in shaping its collection to meet the community needs and strategic goals of the Library. The Strategy:

- Provides overall direction for the selection, creation and management of collections for MidCoast Coast Libraries;
- Identifies the underlying principles of collection development and equality of access and assists the community in understanding these;
- Identifies trends impacting on collection development;
- Identifies best practice selection processes that incorporate community input;
- Informs the public on the treatment of donated materials and censorship matters
- Assists in the development of funding priorities and alternatives.

In accordance with State Library of NSW, 'library materials' are defined as "any book and non-book material, including but not limited to videos, audio books, DVDs, computer games, toys, magazines, CDs, newspapers, CD-ROMs, maps, plans, manuscripts'.

The Strategy has been developed with sufficient flexibility to take account of emerging technologies and developments, and to enable the library to respond in a timely manner to these developments.

2. Community and Context

2.1 Our community

MidCoast Coast Libraries serve the MidCoast Council region, an amalgamation of three former Councils - Great Lakes, Greater Taree and Gloucester. MidCoast Council covers more than 10,000 km², serving a population of 97,909.

The median age of the population is 54, well above the State median of 39. 42% of the population is aged 60 or more (compared to 23.5% across NSW). 7.3% of the population are of Aboriginal and Torres Strait Island descent (State median is 3.4%). It has a lower representation of couples with children (17%), older couples without children (20%), a higher level of lone person households (29%) and higher unemployment rates (6.1%) than the State average. Conversely, it has a lower level of couples with children (17%), lower levels of overseas born (10%), lower levels of university qualification (12%) and lower median weekly household income (\$1,114) than the State average. The region has a SEIFA index of disadvantage of 943, placing it in the top 150 local government areas in Australia for disadvantage.

2.2 Our context

The rate of change in public libraries is significant, reflecting broader social dynamics, changes in technology, the evolution of information and the expanding role of the online world in people's lives. From this context a number of major trends have emerged that are

relevant to collection development. The following have been drawn from the MidCoast Coast Libraries Strategy:

Collections: Demand remains strong for traditional collections, as well as online collections. As more content becomes available online and broadband improves, however, this may impact on usage and availability of collections such as DVDs and CDs.

Ageing community: The population is getting older and this is particularly the case in MidCoast Council. Since 2011 the median age has risen from 49 to 54, with the percentage of residents aged 60 and over rising from 34.3% to 42% in the same period. As the community ages demand for large print and audio collections is expected to grow.

Libraries as places of social interaction and inclusion: Where once libraries may have been perceived as community storehouse of books and knowledge they have transformed into places of social interaction. This has seen the growth in demand for internet access, for meeting space, the provision of library events and, at its most basic, just somewhere to be, in comfort and safety. This places additional pressure on the space traditionally allocated to collections. This trend towards social interaction has also seen the rise of bookclub collections, mahjong groups, knitting groups, school visitations.

Accessibility and inclusion: Libraries have always had as their target group the entire community. Underpinning this are the twin principles of access and inclusion. This has taken on even more significance in recent times as communities become more diverse and the community continues to age. In conjunction with this there is an emerging role for libraries in improving literacy. This will require appropriate collection support.

Online and digital: Access to both information and collections continues to grow in the online world. The library provides access to important databases as well as eBooks, eAudio, streamed movies and online magazines. Consistency in quality of broadband access remains an issue across the region.

Local: Preservation of content has always been a significant function of public libraries, especially local content. In general, this content has been of an informational variety e.g. local history. It has traditionally been in the print format but now people, more than ever, have been able to create their own content in the electronic environment. The library will play a central role in providing a platform for this local content as well as continuing to support and purchase other relevant local content. The demand for local and family history content will remain strong, with the added element of providing access to digitised local content. The emergence of social media as a mechanism for content enrichment should be taken into consideration when digitising local content. Stock selection should still be assessed against the appropriate criteria, and no works will be acquired that may be seen as discriminatory or that breach censorship laws.

Lifelong learning: Libraries support lifelong learning, from pre-birth (through the Bookstart program), to early childhood (storytime activities), to school-age (through school holiday activities, Homework Help and HSC programs) to adults. This has an implication for collection development.

Information: The demand for face-to-face reference and information support has changed significantly, with community members increasingly turning to the online environment to answer queries. This has direct implications for reference materials, which will increasingly move to online content or cease to be relevant.

2.3 Our Library

The Library provides access to its physical collection through eleven service points: Bulahdelah, Forster, Gloucester, Hallidays Point, Harrington, Nabiac, Old Bar, Stroud, Taree, Tea Gardens and Wingham. The largest of these collections are held at Forster and Taree, with other collections shaped around size of community and library facilities.

The same level of quality in stock is reflected across all library branches and all have access to an inter-branch loans arrangement.

The main aim of collection development is to ensure the collection remains contemporary.

In addition to the above elements identified in Section 2.2 the library factors the following into collection development:

- An immense volume of publishing
- Budget limitations
- Space constraints

3. Stock Selection

Stock selection may be done by Library staff, or by library suppliers through a standing order arrangement, where library staff develop a content profile. In either case the selection criteria provided below will apply.

3.1 Library Suppliers

Library materials may be purchased from library suppliers, local retail outlets or subscription agencies. Preference will be given to suppliers who can provide value-added services including standing orders, cataloguing records and end processing to maximise shelf-readiness of library materials.

Standing orders will be used for the purchase of titles by bestselling fiction authors, popular series and large print materials. Standing orders will also be used for other library materials as required. Procurement agencies such as Local Government Procurement may be utilised to assist in the selection of suitable suppliers.

3.2 Customer Suggestions

Customer Suggestions for Purchase are strongly supported and promoted by MidCoast Council Libraries. Each suggestion is considered in terms of the normal selection criteria as defined in this Strategy.

Items that do not meet selection criteria, or are not commercially available, are referred to the External Loans service (Inter-Library Loans).

4. Guidelines for Selection

Collection resources are provided to cover the widest possible range of content to meet the community's information, educational, recreational and cultural needs. The focus is on providing the best possible content in the most appropriate format. The Library aims to provide material with divergent viewpoints on issues.

Material will be evaluated on the basis of a combination of the following criteria:

- Existing or predicted customer demand;
- Relevance within the scope of the collection;
- Suitability of material for the clientele;
- Physical quality – suitability for library usage;
- Cost of the item;
- Currency of the information;
- Authenticity and accuracy of the information;
- Significance of the work;
- Local content and relevance;
- Part of a series;
- Availability of alternative formats;
- Licencing conditions.

Stock is distributed across the MidCoast Coast Libraries network, in most cases using a floating stock model. Floating stock does not belong to a specific branch and will move across the library system as clients request titles. Floating of stock also enables branch collections to be refreshed. This is supplemented with a stock rotation system, where appropriate.

4.1 Selection input

MidCoast Coast Libraries uses a variety of input mechanisms to inform selection. Such input mechanisms can be broken up into two categories 1) Predicted needs 2) Identified gaps.

4.1.1 Predicted needs selection

- **Standing orders** - These identify key authors that would be purchased in a given year and the number of copies of each volume that would be purchased. This approach attracts a good discount and ensures all authors of note are purchased;
- **Profiling** – Profiles of predicted collection needs can be developed and provided to a supplier so that suitable material is purchased;
- **Reviews and Bestseller listings** – Popular titles are selected based on reviews and best-selling titles;
- **Publisher catalogues** – Potentially popular or important titles are purchased from publisher catalogues;

4.1.2 Identified gaps

- **Information requests** – Information requests identify needs and collection gaps;
- **Reservations** – titles receiving high reservation rates are given consideration for purchase for additional titles;
- **Suggestions** – Purchasing of material based on the suggested collection needs identified by customers;
- **External Loan requests** – Requests for material not held by the Library help to identify collection gaps;
- **Series gaps** – Assessment of book series that may identify gaps;
- **Ad hoc needs** – Collection gaps not identified by any of the above mechanisms.

4.2 Donation of items

The library accepts gifts of books and other materials with the understanding that they will be added to the collection only if appropriate and needed. If they are not needed - through duplication, poor condition, or dated information - MidCoast Coast Libraries reserves the right to deal with donated items in a professional and reasonable manner. The same criteria of selection that are applied to materials purchased apply.

Donated items will not be accepted if the donor places restrictions on the final disposition of the items involved.

5. Format of the collection

The Library collects resources in many formats to provide:

- A wide range of resources to meet entertainment and information needs
- Information in the best format available for the customer and diverse community groups
- Alternative forms of access (e.g. audio books and movies of book titles held)
- Alternative media for customers who require non-print material
- Resources which include multiple language options (e.g. DVDs)

Formats selected, and the balance of spending across format options, are constantly revised to:

- Reflect the development of new media and the declining availability of others

5.1 Accessibility guidelines

Guidelines for ensuring optimum accessibility include:

- Generally material will be accessible and able to be borrowed. There are some exceptions to this general borrowing rule, usually to ensure preservation of the material. Examples include heritage and archival material;
- The balance of print, audiovisual and electronic resources will be regularly monitored to ensure ongoing access to content for customer groups with differing requirements;
- Free access to the Internet and subscription databases is provided. Access to databases from home via library membership is provided whenever available.

5.2 Print collections

MidCoast Coast Libraries will continue to purchase print materials on the evidence that the book format remains popular and indications are this will continue into the foreseeable future.

Paperbacks will be purchased for economy whenever practicable for the given item. Bestseller fiction will be purchased in 'trade paperback' over hardcover format – except when there may be significant delays in delivery time.

A significant collection of large print titles will be maintained to serve aging and visually impaired clients, or others who prefer this format.

5.3 Audiovisual collections

Audiovisual collections contain items in a range of non-print formats. In some cases the same resource will be collected by the Library in various formats eg. eAudio, eBook, to supply the needs of different customer groups.

Audiovisual formats are constantly developing and collections may be developed in response to emerging trends.

5.4 Digital resources

This is addressed under Section 6.

5.5 New formats

New formats are routinely considered and evaluated for the collection as they emerge. Older formats will be deleted from the collection if they no longer become available for purchase through the Library's suppliers or as demand indicates a lack of relevance. Other factors when considering discontinuing a particular format may include: range of titles available; impact on customers; alternative formats; collection management issues.

Considerations for evaluation of new formats include:

- Community demand
- Potential impact on equipment, staff, storage and space
- Availability of content to build a viable, sustainable collection
- Ease of use
- Availability, affordability and degree of public uptake of the technology required to use format
- Reliability of access
- Durability for library use
- Library technology requirements
- Suitability for direct customer use
- Availability of initial and ongoing funding

6. Digital content

Digital content is available in a variety of formats, with the digital landscape regularly changing as bandwidth improves and new design opportunities emerge. Currently digital content can take the form of:

- eBooks
- eAudio
- eMagazines
- Streamed video and music content
- Online databases
- Digitised images

Acquiring digital content represents one of the most significant challenges for public libraries. The publishing environment remains volatile and there are considerable constraints placed on public libraries regarding digital content lending rights. In this context libraries are regularly confronted with having to select a supplier that has negotiated Digital Rights Management (DRM) with publishers. DRM requirements typically constrict normal lending conditions and require the library to select from the collections of a limited number of suppliers.

Titles can be purchased directly from individuals but resolution of copyright and intellectual property rights must be undertaken. It is important to note that, there are a number of providers of eBooks that do not permit public library lending e.g. Amazon.

All the selection criteria for normal print should apply to digital. Additional criteria are also relevant to this format, including selection of a preferred supplier. Criteria may include:

- Licensing conditions;
- Lending constraints through DRM software;
- Ongoing licencing costs;
- Ownership of titles;
- Cost per loan;
- Breadth of collection;
- Range and amount of new titles available;
- Regularity and timeliness with which new titles are made available

Consideration will be given to purchasing titles in both the traditional and digital formats. This will be predicated by meeting selection criteria and will also take into account the total budget context.

Finally, it should be noted that though online content has the potential to reach more people throughout the MidCoast region there will be challenges for people with limited broadband access and library users who do not wish to use this format. For major works a print copy should always be obtained, if possible, to address this access issue.

6.1 Digitised image content

MidCoast Coast Libraries offers access to digitised image content and will develop this collection. This will be done in conjunction with relevant community groups. The selection of content to digitise and the process by which content is recorded is complex and must be addressed using protocols outside the scope of the Library Collection Development Strategy.

6.2 Online databases

The Library offers free online access to a variety of databases through the NSW.net scheme. The Library will also subscribe to other databases, subject to them meeting appropriate selection criteria.

Criteria could include:

- Existing or predicted customer demand;
- Importance of the material to the collection;
- Currency of the information;
- Authenticity of the information;
- Significance of the work;
- Cost of accessing the site;
- Presentation of the site;
- Licensing arrangements;

- Site layout and speed with which the site can be navigated.

7. Collections held

7.1 Fiction resources

The Library aims to provide readers with access to a broad selection of popular and contemporary fiction, by both Australian and international authors. Consideration is given to award winning fiction and emerging writers. Age-appropriate items are acquired for adult, youth and children's collections. These include picture books and graphic novels. Content is also supplemented or complemented through digital content.

7.2 Non-fiction resources

This collection includes material across a wide range of subjects and interest levels and focuses on up-to-date information at the general interest level.

In line with usage trends favouring recreational non-fiction materials, children's non-fiction is becoming focused on general interest, browsing and activities rather than traditional school project support material.

Adult non-fiction is supplemented by online databases.

7.3 Magazines

The magazine collection includes popular titles that reflect the information needs and leisure interests of the community including adult, youth and children. Content is also supplemented or complemented through digital content.

7.4 Audiovisual resources

Resources will be collected in multiple and changing formats as outlined in Section 5. Current collections include:

- DVDs
- CDs
- Audio books

7.5 Local history

Preserving and maintaining a collection that relates to the history of the local community is an important role for the Library. Material relating to the local area is collected in various formats. Only duplicates or second copies are available for loan.

The library continues to develop a comprehensive collection of local historical newspapers, currently available in microfilm format.

There is scope to digitise local history content, subject to copyright constraints.

Digitised local photographic content is an emerging collection for the Library.

7.6 Reference (Use in library only)

Only a small number of traditional reference titles are now held. This has been driven by changing customer needs, particularly in the online context.

7.7 Book club collections

Book club kits have been developed to serve the needs of the growing numbers of book clubs in the community. The establishment of a book club collection acknowledges that book clubs are an important client group and stakeholder in our libraries.

Book Club kits comprise multiple copies of titles suitable for book club discussions. Currently, 10 copies per title are purchased for each kit. Special borrowing rights and loan periods may apply.

New titles will be selected and added to the book club collection via:
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- Consultation with book clubs
- Professional recommendations from library staff
- Reviews

7.8 Partnership collections

MidCoast Coast Libraries has existing partnership collections and will both encourage and seek the development of further partnerships for the enhancement of library resources for the community. Existing partnership collections include:

- **LIAC** – Legal Information Access Centre – in partnership with the State Library of NSW and the Law and Justice Foundation –comprises selected titles donated via State Library along with recommended titles purchased by local library. The LIAC items are shelved in the ‘Law’ genre.
- **Drug info @ your library** – provides up-to-date information about alcohol and drugs. It includes electronic and print resources regularly updated by specialist staff at State Library of NSW.

7.9 LOTE (Languages Other Than English) resources

The MidCoast community has a low level of population (3.2% at 2021 census) speaking a language other than English at home. Accordingly, MidCoast Coast Libraries will meet any demands for materials in languages other than English through the Multicultural Service available from the State Library of NSW.

A core collection of foreign language learning resources in book and audiovisual formats is maintained for a variety of popular languages.

7.10 Literacy resources

MidCoast Coast Libraries provides access to a range of literacy materials, through its *Better Reading Better Communities* collection. Titles are purchased with input from recognised experts in literacy.

7.11 Other collections

MidCoast Coast Libraries provides access to a range of literacy materials, through its *Better Reading Better Communities* collection. Titles are purchased with input from recognised experts in literacy.

8. Display of collections

Collections are displayed attractively and effectively in order to promote the full range of MidCoast Coast Libraries resources in a user-friendly fashion.

8.1 Genres

The library’s fiction collections have been presented in popular genres for more than ten years. This model is now being extended to include non-fiction collections.

Non-fiction items are shelved in Dewey Classification within each genre as a further means of keeping like items together to assist the customer. Junior non-fiction items filed by genre only, as a browsing collection for children.

8.2 Presentation

Opportunities for face-out display of items will be maximised within the constraints of shelving space, via both on-shelf and shelf-end display. In particular, attention will be given to the face-out display of new materials.

To assist client access and improve the ambience of the libraries, shelving will be maintained at the lowest reasonable height (preferably 1600 mm and below).

9. Assessing the overall collection

The collection needs regular evaluation, through collection use and scope, to ensure the Library is fulfilling its goal to provide materials to meet clients' interests and needs.

MidCoast Coast Libraries collections will be evaluated and compared through use of the State Library of New South Wales *Living Learning Libraries : standards and guidelines for NSW public libraries* and *Public Library Statistics* - NSW annual comparative data.

Current evaluation tools include:

- Items per capita
- Acquisitions per capita per annum
- Age of collection - percentage less than 5 years, less than 10 years
- Circulation per capita per annum
- Stock turnover per annum
- Loans by type of materials, collections

Particular emphasis is placed on currency of the collection as customer demand shows a strong preference for new titles.

Collection analysis software and customer feedback assist in collection assessment.

10. Maintaining the collection

An up-to-date, attractive and useful collection is maintained through a regular purchase and deselection process. Deselection of library collection items is as important as stock selection, particularly with the trend in modern libraries towards more space and less stock. Replacement of worn volumes is dependent upon current demand, usefulness, more recent acquisitions, and availability of newer editions.

10.1 Criteria for deselection

It is critical that deselection be done using appropriate guidelines. Items are identified for deselection when:

- Content is out of date
- They are in a poor physical condition
- They demonstrate low usage levels
- They are superseded by a new edition or a better title on the topic
- They are no longer relevant to the needs of the community

Deselected materials will be dealt with, as appropriate to the condition of the item. Collection analysis software will be used in identifying items for potential deselection.

Fiction discarded because of condition will be replaced if it is a 'classic', part of a series or is from a popular author.

If non-fiction is discarded because of condition/age steps will be taken to ensure that the subject is replaced with more recent/up-to-date publications.

If an item is no longer available for purchase then the item should be re-evaluated to determine if deselection is appropriate.

Rather than setting an overall deselection target collection management will focus on the age of the collection. This target will be based on the most current *Living Learning Library* standards, with the aim to achieve the enhanced level for both stock aged under 5 and under 10 years of age.

10.2 Impact of digital content

Digital collections present challenges and opportunities in relation to deselection. In some cases licencing conditions result in titles being automatically deselected once lending limits are met (e.g. number of times a title has been borrowed, length of time title has been in the collection). This requires additional monitoring.

Conversely, some titles can be held in perpetuity. This offers the opportunity for MidCoast Coast Libraries to deselect a title from the traditional formats if they no longer meet normal standards but still retain an electronic copy. This can offer the added benefit of freeing up floorspace to meet the emerging community expectation of increased relaxation space and seating. Such considerations should only occur in the overall context of the best selection practices for the community.

11. Accessing other collections

The library cannot collect comprehensively in every subject area. An inter-library loans service is used to obtain from other libraries those materials that are beyond the scope of this library's collection. In return for utilising external loans to satisfy the needs of the local community, MidCoast Coast Libraries lends its materials to other libraries through the same interlibrary loan network, and places its holdings on the Libraries Australia database.

Items requested for external loan will be considered for purchase if the item is commercially available - subject to normal selection criteria.

A charge is currently associated with the request for an inter-library loan.

It should be noted that a cooperative public library network exists in New South Wales. MidCoast Library members are able to access collections from other library systems directly, if they meet normal membership requirements and join that Library service.

12. Sustainability

MidCoast Council is committed to sustainable practices and MidCoast Coast Libraries incorporates this approach into its collection development and collection management practices. The library business of 'buying once, using many times' is, in itself, a sustainable practice.

The Library will follow additional sustainable practices and consider sustainability implications wherever possible. Sustainable library practices to be followed include:

- Recycling packaging and other relevant library related materials
- Reuse of deselected stock for recycling or charitable organisations
- Keeping waste minimisation in mind when developing or amending procedures
- Consideration when deciding whether to repair or replace
- Choice between available formats e.g. paper or electronic

13. Censorship and collection access principles

13.1 Censorship

In common with libraries across Australia, MidCoast Coast Libraries defends the right to provide an unbiased source of recorded knowledge and ideas for all clients.

The collection aims to be representative and balanced. The Library does not initiate censorship of any material but abides by Commonwealth and State Government law on banned and restricted publications. MidCoast Coast Libraries identifies parents and guardians as being responsible for the suitability of library materials or information accessed by their children. The Library does, however, recognise legislative requirements regarding borrowing access to material with age restrictions as well as access to the Internet. In the latter case the Library requires parental approval for children to use public Internet PCs within the Library.

MidCoast Coast Libraries collection development is aligned to Australian Library and Information Association (ALIA) policy; in particular ALIA's policy on Free Access to Information. (Appendix 1).

13.2 Equality of access

In compliance with the Library Act (1939), and in keeping with fundamental principles of equality of access to information, the Library will not charge a membership fee to residents or members of other public library services. Furthermore, no charges will be levied for core library services.

The Library also supports the principle that material and information within its collection should not discriminate against library users on the grounds of age, sex, race, religion, national origin, disability, economic condition, individual lifestyle or political or social views.

13.3 Free access to the internet and other online databases

The Library will provide free public access to the Internet. This is in keeping with the Library's values and with ALIA's position (Appendix 1). This extends to other research databases the Library provides access to.

13.4 Filtering access to websites

MidCoast Coast Libraries does not screen/filter its Internet access on the basis that such systems have a propensity to limit access to legitimate sites. The Library fully supports ALIA's Statement on Online Content Regulation (Appendix 2).

Recognising that there is an issue of access by minors to inappropriate web sites the Library does require parental signatures for minors to access the Internet within library premises.

Review and revision

The standard is to review between three and five years, depending on technological changes.

Responsible officer/department/section

Collection Services Librarian/Libraries, Communities and Cultural Services/Libraries

Attachments

Appendix 1: Statement on Free Access to Information

Statement

There are several different levels at which the free flow of ideas can be impeded. At the societal level, legislative bodies of all kinds are expected to consider the legal and regulatory frameworks they put in place to support the free flow of information and ideas about the interests and concerns of individuals. At the institutional level, library and information services are expected to encourage the free flow of information and ideas within the scope of their roles and responsibilities. At the personal level, individuals are expected to make informed decisions in exercising their rights and responsibilities.

The Australian Library and Information Association (ALIA) believes that library and information services have particular responsibilities in supporting and sustaining the free flow of information and ideas including:

1. asserting the equal and equitable rights of individuals to information regardless of age, citizenship, political belief, physical or mental ability, gender identity heritage, education, income, immigration and asylum seeking status, marital status, origin, race, language religion or sexual orientation;
2. adopting an inclusive approach in developing and implementing policies regarding access to information and ideas that are relevant to the library and information service concerned, irrespective of the controversial nature of the information or ideas;
3. ensuring that individuals have access to information from a variety of sources and agencies to meet their needs and that an individual's information needs are met independently of location and an ability to pay;
4. catering for interest in contemporary issues without promoting or suppressing particular beliefs and ideas;
5. protecting the confidential relationships that exist between the library and information service and its clients;
6. resisting attempts by individuals or groups within their communities to restrict access to information and ideas while at the same time recognising that powers of censorship are legally vested in state and federal governments;
7. observing laws and regulations governing access to information and ideas but working towards the amendment of those laws and regulations which inhibit library

Adopted 2001; Amended 2007, 2015.

Appendix 2: ALIA Statement on Online Content Regulation

Statement

Libraries and information services facilitate and promote public access to the widest variety of information, reflecting the plurality and diversity of society. The selection and availability of library materials and services, including online content and services, is governed by professional considerations and not by political, moral and religious views.

Libraries and information services support the right of all users to unhindered access to information of their choice regardless of format. Access to electronic information resources should not be restricted except as required by law and this basic right should not be eroded in the development of regulatory measures for online information.

Users are assisted with the necessary skills and a suitable environment in which to use their chosen information sources and services freely and confidently. Each user's right to privacy and confidentiality is protected with respect to information sought or received and resources consulted.

In addition to the many valuable resources available on the internet, some are incorrect, misleading and may be offensive. Libraries and information services proactively promote and facilitate responsible access to quality networked information for all their users, including children and young people. They enable library users to learn to use the internet and electronic information efficiently and effectively.

Adopted: 1997; Amended: 2001, 2002