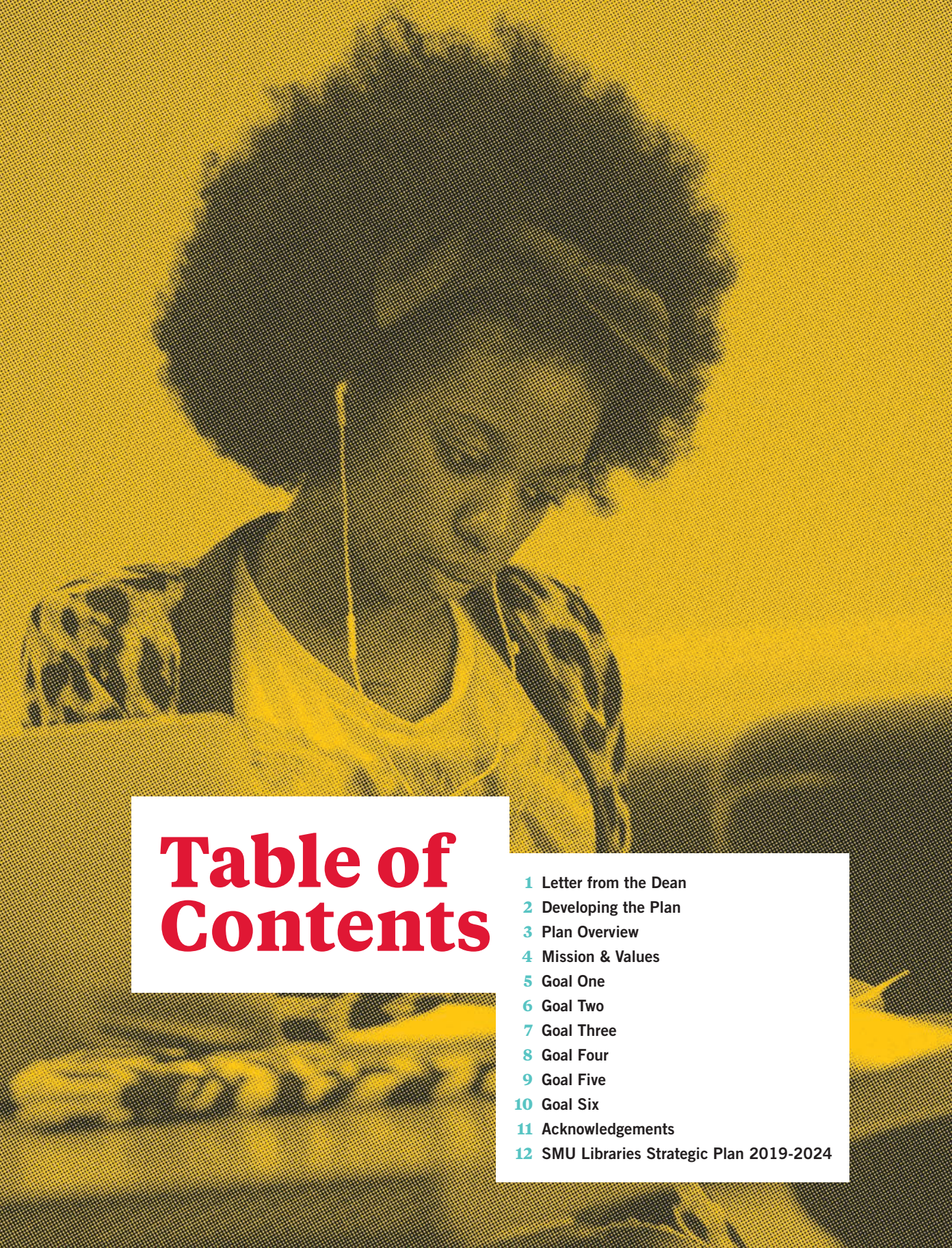


# SMU Libraries

# STRATEGIC PLAN





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## LETTER FROM THE DEAN

**Libraries are at the heart of every great academic institution.** The services, collections, and physical structures represent the scholarly character of a campus and are the sincerest expression of their university's aspirations. In *Launching the Second Century, Strategic Plan 2016-2025*, Southern Methodist University has laid out bold aspirations for the direction of the university. A companion vision for a new SMU Libraries is vital to the success of SMU's aspirations.

The newly unified SMU Libraries organization creates a system of seven libraries which collectively inspire and empower students, faculty, staff, and our community to be the world changers needed in our fast-paced, global environment. The SMU Libraries enrich teaching, learning, research, creative activities, and citizenship through our high-touch expert interactions with the campus community. We accelerate access to trusted resources and preserve local collections. Through building multidisciplinary partnerships across campus and the community, we connect people and resources to create new knowledge and communicate the future.

Through extensive engagement with our students, faculty, staff, and alumni during an eight-month development process, the resulting plan captures the ambitions of SMU and Dallas and defines our role in serving as the catalyst to achieving our aspirations. The six goals and supporting objectives of our strategic plan reflect our mission to advance the success of SMU's academic, research, and creative pursuits through our multidisciplinary expertise, personalized services, and distinctive collections.

It is an honor to serve as the first Dean of SMU Libraries as we embark on this journey. I invite you to read our strategic plan, share your thoughts, and join us on this journey.

Sincerely,

**Holly E. Jeffcoat**  
*Dean of SMU Libraries*



# Plan OVERVIEW

**The SMU Libraries are fundamental to SMU’s mission to “create, expand, and impart knowledge through teaching, research, and service” and to “cultivate principled thought, develop intellectual skills, and promote an environment emphasizing individual dignity and worth.”** The SMU Libraries Strategic Plan demonstrates our commitment to uphold this mission as it is our goal to inspire faculty, students, staff, and other community members to utilize the Libraries’ expertise, spaces, and extensive resources to discover, connect, and innovate. The Values in the plan are central ideals which we strive to attain and are held ever-present, woven throughout the fabric of everything we do in the entire organization. The Goals and Objectives outline the direction for the libraries in the

next five years. Next steps for implementing the plan engage library staff in determining the key results and actionable items to fulfill these goals and objectives. Assessment on key results and progress made in achieving the goals will be represented in upcoming annual reports.



# Developing THE PLAN

In January 2019, Dean Holly Jeffcoat assembled the Strategic Plan Coordinating Team for the eight-month process to develop a five-year plan that is both mission- and data-driven. The SMU Libraries Strategic Plan focuses on strategic priorities while building upon successful, ongoing initiatives and maximizing the vast talent already available within the SMU Libraries. It should be noted that, while not explicitly stated in the plan, many goals and priorities are already being addressed. They are included to underscore their continuing importance to the future of the SMU Libraries.

Central to the plan’s development is the principle that the people using the SMU Libraries are the experts on their own experiences. Accordingly, the team adopted user-centered and human-centered design methodologies with elements of design-thinking. Extensive input from our students, faculty, and staff was gathered and analyzed using both qualitative and quantitative methods and included 2,523 responses to the libraries survey, 30 faculty and student interviews, and eight meetings with other campus divisions and departments. Further needs assessment was conducted through evaluation of strategic plans from all SMU schools and colleges to understand how the SMU Libraries’ multidisciplinary expertise can facilitate interdisciplinary research. Near the conclusion of the plan development, feedback sessions were offered for the SMU Libraries Executive Board, Friends of the SMU Libraries Executive Board, Faculty Senate and the Libraries Student Advisory Board. Revisions were made based on those recommendations.

In addition to feedback from students, faculty, and staff, the team sought other perspectives that would have an impact on the success of the plan. The team conducted environmental scans of the profession to evaluate current and future trends of academic libraries. SMU Libraries staff involvement was a critical component, so that the plan reflects their values and priorities. In the initial stages, SMU Libraries staff were asked to submit the opportunities and trends they see happening in their area. Based on these 330 responses, the coordinating team hosted ten theme-driven, brainstorming workshops for staff to solicit ideas for activities with the most impact, collect feedback, and identify opportunities or challenges. Feedback forms were available online throughout the duration of the planning process and two meetings were held where feedback was invited.

The initial draft of the plan was written by the Strategic Planning Coordinating Team. The Dean’s Cabinet members assisted in the synthesis of user data and authoring the plan goals and objectives. The Marketing Committee helped create the mission and values and edited the entire document for clarity.

# Mission & VALUES

## MISSION

SMU Libraries' multidisciplinary expertise, personalized services, and distinctive collections advance discovery, catalyze innovation, expand connections with campus and community partners, and directly impact the success of SMU's academic, research, and creative aspirations.

## VALUES

- **WE ARE THE HEART OF THE UNIVERSITY.**

We thrive at the center of SMU's innovative ecosystem. We create a collaborative community through intentional activities, experimentation and innovation.

- **WE ARE A TEAM.**

We are professionals who partner with the campus and research community to identify and address needs proactively and positively.

- **WE FIND STRENGTH IN UNITY.**

We create and sustain a climate of inclusion individually, through our language and behavior, and institutionally, through our services, spaces, collections, and practices.

- **WE PRESERVE THE PAST FOR THE FUTURE.**

We steward our cultural heritage to facilitate innovative scholarship for the campus and global research community.

- **WE PROVIDE EQUITABLE AND ETHICAL ACCESS TO INFORMATION.**

We support open access initiatives and curate trustworthy resources to ensure the spread of knowledge to all communities.

- **WE ARE HERE FOR YOU.**

We align the expertise of our diverse staff, services, and collections to the research and learning needs of our communities.



# Goal ONE



## Activate Cultural Heritage

SMU Libraries embraces inventive strategies to align, integrate, and activate use of our distinctive cultural heritage collections in pursuit of the University's research, teaching, and leadership mission.

**1 INTRODUCE NEW AUDIENCES** to special collections and archival materials within the curriculum and through expanded internships, fellowships, visiting scholar programs, exhibitions, and creative initiatives that encourage appreciation of cultural heritage and lead to new scholarship from diverse perspectives.

**2 GROW SMU LIBRARIES** digital preservation services and extend expertise to campus partners to assure sustainable access to SMU's cultural heritage materials in digital form.

**3 DOCUMENT SPECIAL COLLECTIONS** development and stewardship practices across libraries to highlight collection strengths and recommend cooperative strategies to improve preservation, storage, culturally appropriate description, discoverability, and use of SMU Libraries' distinctive collections.

**4 PROMOTE EXTERNAL PARTNERSHIPS** with regional and global cultural heritage organizations and educational institutions, creating physical and virtual spaces for the public to engage and reflect on issues and ideas about the past, present, and future.

# Goal TWO



## Champion Research Innovation

SMU Libraries organizes and facilitates a seamless, interdisciplinary, and university-wide collaborative network to support the scholarly and creative research lifecycle to accelerate student and faculty success.

- 1 CONVENE KEY PARTNERS** to build a multidisciplinary campus research network that connects faculty and students to current and emerging scholarly and research lifecycle tools, methods, training, and services.
- 2 CONTRACT WITH EXPERT SPACE AND PROGRAM PLANNERS** to develop strategies and service offerings for a vibrant and technologically rich full-service research lifecycle support center located in Fondren Library.
- 3 MONITOR THE CHANGING SCHOLARLY COMMUNICATION LANDSCAPE** and respond with pathways to advance open access principles and practices through campus policies, educational events, and shared repository initiatives.
- 4 LEVERAGE DISCIPLINE-BASED FACULTY AND MULTIDISCIPLINARY STAKEHOLDER RELATIONSHIPS** to integrate library and information practices into the evolving SMU research landscape.
- 5 ENHANCE SMU LIBRARIES' RESOURCE SHARING MODEL** in order to provide faculty and students with needed primary, secondary, and data resources as efficiently as possible.

# Goal THREE



## Impact Student Success

SMU Libraries maximizes student academic success through strategic partnerships, impactful services, and promotion of information and data literacy fluency in teaching, learning, research, and creative pursuits.

- 1 ALIGN LIBRARY EXPERTISE** and collection resources at critical junctures in the student experience to increase effectiveness of the academic support ecosystem in student retention and success.
- 2 IMPLEMENT A COMPREHENSIVE PLAN** to integrate information and data literacy into undergraduate and graduate learning and research.
- 3 UNIFY LIBRARY AND CAMPUS PARTNER EFFORTS** to teach students to proficiently and ethically communicate their work, in writing, speaking, and other creative outlets.
- 4 DEVELOP LIBRARY-WIDE EFFORTS** to enrich the student learning experience in co-curricular and extracurricular activities.
- 5 DESIGN METHODS TO EXTEND LIBRARY SERVICES**, instruction, and access to resources for distance, online, and non-traditional students based on their unique experiences and needs.
- 6 ENCOURAGE CONTINUOUS LEARNING** across the lifespan by creating community opportunities for serendipitous exploration of ideas through browsing, events, exhibitions, and classes.
- 7 LAUNCH A DEAN'S STUDENT ADVISORY BOARD** for SMU Libraries to inform decisions, policies, and activities that directly affect the student's campus experience and relationship to the library.

# Goal FOUR



## Connect Our Communities

SMU Libraries cultivates inclusive, equitable, and accessible spaces, services, programs, and resources so that our libraries exemplify the SMU welcoming and supportive community.

- 1 IMPLEMENT A PLAN** for advancing diversity, equity, and inclusiveness in staffing, programs, services, and resources.
- 2 CREATE WELCOMING ENVIRONMENTS** that are reflective of campus diversity, SMU's research and creative aspirations, and are tailored to responsively match user needs and expectations.
- 3 APPLY UNIVERSAL DESIGN CONCEPTS** to create accessible and inviting spaces and services.
- 4 DESIGN AN INTELLECTUALLY STIMULATING CAMPUS ENVIRONMENT** and enhance the social and psychological well-being of students through programming and partnerships that build community and expand discourse.
- 5 MANAGE WITH CARE, CONCERN, AND EMPATHY**, the wellbeing of students by partnering to build thoughtful support services.

# Goal FIVE



## Ignite Discovery

SMU Libraries provides an intuitive virtual library experience that empowers all users to easily discover library expertise, services, and collection resources.

- 1 DEVELOP A COHESIVE VIRTUAL LIBRARY** based on sound information architecture principles and thoughtful integrations across library tools, services, and content pathways for a seamless, easily navigated, and proactive user experience.
- 2 EMPLOY CROSS LIBRARY SYSTEM ARCHITECTURE PRACTICES** to maximize efficacy of search results leading to fast and accurate access to knowledge and data through the library search and discovery platform.
- 3 CHARGE AND EMPOWER A VIRTUAL LIBRARY MANAGEMENT TEAM** to develop and maintain content and design standards, scaffold decision-making, conduct user experience testing, evaluate analytics for continuous improvement, ensure accessibility standards are maintained or improved, test and implement new and emerging site functions, and provide training to internal content managers.
- 4 APPLY UNIVERSAL DESIGN CONCEPTS** to site interface and meet or exceed the Web Content Accessibility Guidelines (WCAG) to create and maintain equitable access to SMU Libraries virtual presence.

# Goal SIX



## Cultivate Organizational Excellence

SMU Libraries is transforming our organization to align with and support the research, creative, and impactful aspirations of our SMU community, Dallas, and curious minds worldwide.

- 1 ARTICULATE, AFFIRM, AND PROMOTE A COMMITMENT** to the well-being of library staff and to a shared sense of mission and purpose for SMU Libraries.
- 2 UPDATE PROFESSIONAL DEVELOPMENT ACCESS** and funding practices and clarify pathways to promotion for all library employees.
- 3 REVISE LIBRARIES-WIDE ASSESSMENT AND DATA COLLECTION** activities so that data is consistent, patron-focused, and provides evidence to support informed decision making and funding requests.
- 4 ENGAGE LIBRARY STAFF AND OUR COMMUNITY** to prioritize, allocate resources, and plan impactful strategies to achieve our mission and objectives.
- 5 RESTRUCTURE SMU LIBRARIES** organizational decision-making framework, committee structure, and knowledge management system so that user-centered design of resources and services is the overarching priority.
- 6 DEVELOP A COMPREHENSIVE FUNDRAISING PLAN** with a menu of compelling opportunities, target financial goals, and roadmaps for accomplishment.
- 7 CREATE AND DEFINE A STRONG AND RECOGNIZABLE SMU LIBRARIES BRAND** aligned with SMU's brand promise and develop a marketing plan and strategies to support ongoing and new goals and objectives.

## Acknowledgements

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# SMU Libraries Strategic Plan 2019-2024

## MISSION

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- WE PROVIDE EQUITABLE AND ETHICAL ACCESS TO INFORMATION.
- WE ARE HERE FOR YOU.

## GOALS

-  **Activate Cultural Heritage** SMU Libraries embraces inventive strategies to align, integrate, and activate use of our distinctive cultural heritage collections in pursuit of the University's research, teaching, and leadership mission.
-  **Champion Research Innovation** SMU Libraries organizes and facilitates a seamless, interdisciplinary, and university-wide collaborative network to support the scholarly and creative research lifecycle to accelerate student and faculty success.
-  **Impact Student Success** SMU Libraries maximizes student academic success through strategic partnerships, impactful services, and promotion of information and data literacy fluency in teaching, learning, research, and creative pursuits.
-  **Connect Our Communities** SMU Libraries cultivates inclusive, equitable, and accessible spaces, services, programs, and resources so that our libraries exemplify the SMU welcoming and supportive community.
-  **Ignite Discovery** SMU Libraries provides an intuitive virtual library experience that empowers all users to easily discover library expertise, services, and collection resources.
-  **Cultivate Organizational Excellence** SMU Libraries is transforming our organization to align with and support the research, creative, and impactful aspirations of our SMU community, Dallas, and curious minds worldwide.







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