

Central University Libraries  
Strategic Plan  
2000-2005+

ANNUAL GOALS  
2006-2007

Southern  
Methodist  
University



## Mission

Central University Libraries actively supports the University mission of high quality instruction, research and service. We serve students, faculty, staff, and others affiliated with SMU by building collections, organizing information, providing research assistance and user instruction, and preserving and exhibiting library materials. We provide outstanding professional assistance for accessing a variety of resources in an environment that respects academic freedom and encourages open inquiry. We offer a setting that enhances research and learning and promotes a sense of community.

## Vision

Central University Libraries will be one of the nation's outstanding private university library systems. CUL will therefore be:

- ❖ Responsive to the traditional and changing academic needs of the students, faculty and staff of the University;
- ❖ Diligent in continuing to build its many significant collections;
- ❖ Cooperative with University departments and other libraries in expanding available resources;
- ❖ Conscientious in its preservation, conservation and presentation of materials;
- ❖ Committed to providing an accessible, attractive, comfortable and safe environment where people can read, reflect, research and explore ideas;
- ❖ Dedicated to recruiting, retaining and developing highly professional and motivated staff;
- ❖ Innovative in its organization of and access to a variety of physical and electronic resources;
- ❖ Focused on being a point of entry to the ever-expanding world of knowledge, thought and culture.

## Staff Values

- ❖ We value all members of the SMU community and the contributions they make to the teaching, research and learning environment.
- ❖ We value an environment of integrity, trust, diversity, open communication, and respect that fosters collaboration, creativity and learning.
- ❖ We value intellectual freedom and support its role in academic research and education.
- ❖ We value the unique quality of our collections and our ability to provide access to the world's information resources.
- ❖ We value our role in preserving and maintaining the SMU collections for future use.
- ❖ We value our collective knowledge, experience and skills to provide quality services in a professional manner.
- ❖ We value our innovative use of technology.
- ❖ We value the Central University Libraries as a place that provides a cultural and intellectual center for study, research, work, and life-long learning.

# CUL ANNUAL GOALS 2006-2007 -- SUMMARY

## EXCELLENT COLLECTIONS AND SERVICES FOR THE SMU COMMUNITIES

### **1 COLLECTIONS AND PRESERVATION**

- 1.1 Optimize purchasing power for collections
- 1.2 Manage collections to increase user satisfaction
- 1.3 Strengthen University Archives Department

### **2 USER SERVICES**

- 2.1 Promote information resources to SMU community
- 2.2 Facilitate users' access to information options

### **3 USER EDUCATION**

- 3.1 Enhance and promote user services

### **4 OUTREACH EFFORTS WITH CAMPUS, COMMUNITY AND PROFESSIONAL GROUPS**

- 4.1 Increase awareness of library exhibits and events
- 4.2 Build and strengthen partnerships with campus and community groups
- 4.3 Strengthen IIS memberships, increase business use, and attract new businesses to the program.

## ORGANIZATION DEVELOPMENT, TECHNOLOGY, SERVICES AND FACILITIES TO MEET USER NEEDS

### **5 HUMAN RESOURCES**

- 5.1 Recruit, develop, and retain an excellent and diverse staff.
- 5.2 Support and encourage professional development and training opportunities
- 5.3 Organize CUL staff to effectively support library services in partnership and across departmental lines

### **6 INFORMATION PROCESSING AND TECHNOLOGY**

- 6.1 Improve and expand library information management systems (e.g. PONI/Voyager/PeopleSoft)
- 6.2 Integrate library information systems with other campus/non-campus systems
- 6.3 Develop CUL's ability to support digitizing, imaging and archiving services
- 6.4 Provide timely, cost effective acquisitions and processing of library materials

### **7 FACILITIES/PHYSICAL SPACE**

- 7.1 Create a quality environment conducive to education and work

### **8 FINANCIAL RESOURCES/DEVELOPMENT/PARTNERSHIPS**

- 8.1 Work with campus partners to position CUL for development success
- 8.2 Engage in a vigorous program of library development

# CUL ANNUAL GOALS 2006-2007 -- DETAILED

## EXCELLENT COLLECTIONS AND SERVICES FOR THE SMU COMMUNITIES

### 1 COLLECTIONS AND PRESERVATION

#### 1.1 Optimize purchasing power for collections

- 1.1.1 Identify additional opportunities for consortial agreements
- 1.1.2 Partner with campus schools and departments to secure additional resources
- 1.1.3 Continue to review periodicals listings
- 1.1.4 Cancel/discard print journals and purchase new electronic subscriptions where appropriate
- 1.1.5 Participate in curricular review of new programs to ensure that each one assesses library impact
- 1.1.6 Develop improved periodicals pricing reports for Collection Development
- 1.1.7 Prepare for a managed program of periodicals cuts if additional funding is not granted

#### 1.2 Manage collections to increase user satisfaction

- 1.2.1 Identify and replace missing materials where appropriate and in a timely manner
- 1.2.2 Complete the "Z" project in Reference which will provide improved subject access to reference materials.
- 1.2.3 Reinitiate the stack maintenance program after analysis of programs at other institutions
- 1.2.4 Assess potential for using Shelflister program to facilitate inventory control and shelf reading.
- 1.2.5 Increase the study of the usage of specific online periodicals and other electronic resources; encourage better in-house data collection overall
- 1.2.6 Update collection development policies and library mission statements as needed
- 1.2.7 Continue to revise the list of high priority unaccessioned collections identified through the Housekeeping/Collections initiative
- 1.2.8 Prioritize 'non-book' collections for processing or discard
- 1.2.9 Expand use of vendor-assisted cataloging and acquisitions services to handle routine materials
- 1.2.10 Continue transfer of selected current DeGolyer materials to Fondren and de-emphasize current secondary literature acquisition in DeGolyer
- 1.2.11 Continue to provide access to hidden unique collections
- 1.2.12 Examine policies and procedures for restricted access locations, particularly in the Fondren and Science cages; develop improved user access to these collections
- 1.2.13 Continue to assess CUL map collections and recommend appropriate action
- 1.2.14 Analyze current use of collection space throughout CUL
- 1.2.15 Conduct vigorous weeding of unaccessioned, little-used, and duplicate material
- 1.2.16 Evaluate paper indexes in reference and weed those titles which are available in stable electronic format.
- 1.2.17 Merge specific collections as needed, paying particular attention to the SEL McNaughton/DeGolyer/Dewey collections

- 1.2.18 Complete merger of CMIT circulation and reference services/collections with FLC Circulation
- 1.2.19 Address preservation needs in all formats across libraries, including digital formats
- 1.2.20 Develop a decision tree for preservation/reformat/withdrawal decisions across all subject areas
- 1.2.21 Refresh the membership of the CUL Conservation/Preservation Taskforce in light of staff retirements/transfers
- 1.2.22 Promote education and training for CUL staff in conservation/preservation techniques
- 1.2.23 Expand cooperation among campus libraries on preservation/conservation practices

### **1.3 Strengthen University Archives Department**

- 1.3.1 Enhance and develop the newly recreated University Archives facility
- 1.3.2 Expand the shelving and processing space
- 1.3.3 Secure continued funding for the Archivist from the SMU Administration
- 1.3.4 Work with SMU legal office and other campus units to obtain appropriate and relevant SMU archival documents on a regular basis
- 1.3.5 Continue the process of relationship building across campus to generate goodwill and build alliances
- 1.3.6 Work with SMU's PR staff to educate SMU alumni and staff and solicit appropriate materials
- 1.3.7 Continue preparations for SMU's centennial in 2011
- 1.3.8 Develop guidelines for processing archival materials
- 1.3.9 Work with campus units as appropriate to develop SMU Record Retention guidelines

## **2 USER SERVICES**

### **2.1 Promote information resources to SMU community**

- 2.1.1 Provide more publicity about existing materials and services
- 2.1.2 Find ways to promote library materials within current course management systems or with new products
- 2.1.3 Continue to provide information on digitization guidelines and procedures for digital initiatives
- 2.1.4 Solicit materials for the University Archives
- 2.1.5 Maintain close relationship with new Meadows technology initiatives to anticipate increased need for upgraded iPod, laptop and other innovative services.
- 2.1.6 Continue working with CUL Student Advisory Council for feedback on services, collections and facilities; maintain student advisory board for Hamon
- 2.1.7 Develop outreach program with local high schools

### **2.2 Facilitate users' access to information options**

- 2.2.1 Increase access to resources and services via the CUL web pages
- 2.2.2 Determine a strategy to continue the development and enhancement of CUL's web presence—assess current needs, determine division of responsibilities.
- 2.2.3 Continue to maintain Serials Solution tools as new features and releases are

available

- 2.2.4 Assess and make a recommendation for opac browser software
- 2.2.5 Assess current web pages to ensure they meet users' needs, in particular those of the satellite libraries and community services
- 2.2.6 Increase access to print and e-resources through web-based subject or collection user guides
- 2.2.7 Investigate expansion of authentication tools to other applications
- 2.2.8 Support use of metadata and developing national standards to provide access to special collections and non-traditional library materials
- 2.2.9 Assess library policies, particularly in light of heightened national security issues, and modify as necessary to be responsive to the needs of users and the institution
- 2.2.10 Assess CUL electronic reference services and expand as necessary, informed by student survey data
- 2.2.11 Evaluate the Information Commons areas in both the Hamon and the FLCC; adjust services/hours as needed
- 2.2.12 Assess reference service models in all CU libraries
- 2.2.13 Initiate a pilot project within ISEM to evaluate the use of electronic reserve materials by select faculty in anthropology and/or geology

### **3 USER EDUCATION**

#### **3.1 Enhance and promote user services**

- 3.1.1 Develop tools to survey user needs and assess usage patterns across the CU Libraries in order to become more responsive, with particular attention to changing curriculum/program needs at Fort Burgwin and the Information Commons spaces
- 3.1.2 Expand current user education workshops to reach the widest possible audience and coordinate more with the Altshuler Learning Center.
- 3.1.3 Promote use of GIS and other global planning software in consultation with faculty to support academic program needs
- 3.1.4 Promote user education programs to all faculty
- 3.1.5 Customize user education programs for targeted student populations
- 3.1.6 Develop ways to involve staff from all library departments in user education where appropriate
- 3.1.7 Develop appropriate teacher-training opportunities for User Education staff
- 3.1.8 Expand information literacy program efforts and include evaluation tools e.g. ETS ICT Literacy Assessment software
- 3.1.9 Involve CUL in SMU's Strategic Enrollment Management, First Year Experience and curriculum planning efforts
- 3.1.10 Seek and develop partnerships with academic departments and offices for expansion of library's role in information literacy instruction, including the Honors Program and the International Office
- 3.1.11 Customize user education programs for targeted graduate and undergraduate student populations, such as President's and Hunt Scholars
- 3.1.12 Continue to partner with contiguous units, such as CTE and Academic Computing, and work toward common goals in teaching and involvement in curriculum planning and learning.
- 3.1.13 Strengthen the Strategic Alliance group to develop more closely aligned missions:

- work together on providing technology solutions for teaching and learning
- 3.1.14 Explore ways to integrate use of the DeGolyer collections into the SMU curriculum

## **4 OUTREACH EFFORTS WITH CAMPUS, COMMUNITY AND PROFESSIONAL GROUPS**

### **4.1 Increase awareness of library exhibits and events**

- 4.1.1 Work on exhibits with other campus groups to highlight academic areas
- 4.1.2 Publicize CUL activities in campus press, targeted local publications, and on SMU's web pages
- 4.1.3 Expand opportunities to send CUL publications to SMU constituents
- 4.1.4 Celebrate the acquisition of major collections with appropriate campus/local participation
- 4.1.5 Work with Alumni Office to feature CUL's programs/collections/services more often
- 4.1.6 Use the SMU Friends of the Libraries for joint sponsorship opportunities e.g. the CMIT Film Festival
- 4.1.7 Develop Podcasts to announce special events, exhibits, and to notify users of new initiatives.

### **4.2 Build and strengthen partnerships with campus and community groups**

- 4.2.1 Develop partnerships and volunteer opportunities, as needed, with area schools, colleges, libraries, museums and other cultural organizations
- 4.2.2 Continue development of the Dallas Art Library Consortium
- 4.2.3 Participate in the SMU planning process to attract the George W. Bush Presidential Library
- 4.2.4 Investigate the potential for working with SMU and community groups to produce archival video programs

### **4.3 Strengthen IIS memberships, increase business use, and attract new businesses to the program.**

- 4.3.1 Continue to work on developing high-class public relations materials and web site
- 4.3.2 Develop expanded marketing plan, to include advertising in other campus publications
- 4.3.3 Aggressively expand customer base
- 4.3.4 Work with ILL to use ILLiad for billing and administrative functions, in partnership with ILL
- 4.3.5 Share staff between IIS and ILL and increase collaboration in working toward renovation.

# **ORGANIZATION DEVELOPMENT, TECHNOLOGY, SERVICES AND FACILITIES TO MEET USER NEEDS**

## **5 HUMAN RESOURCES**

### **5.1 Recruit, develop, and retain an excellent and diverse staff.**

- 5.1.1 Increase salaries and improve benefits to become more competitive
- 5.1.2 Continue to analyze all open positions in light of reduced SMU funds
- 5.1.3 Examine current structure in public services and determine the best way to fill current professional vacancies in light of enhanced focus on a faculty liaison model.
- 5.1.4 Continue to evaluate staff mentoring programs and expand where necessary
- 5.1.5 Continue to provide a forum to specifically support staff enrolled in library school
- 5.1.6 Provide training for cross-departmental work to provide efficient and effective delivery of services and processing of library materials
- 5.1.7 Continue to evaluate and streamline student worker hiring processes, provide training for student supervisors and improve student training programs
- 5.1.8 Continue to streamline and promote employee orientation and exit procedures
- 5.1.9 Continue to recognize staff for both individual and collaborative efforts
- 5.1.10 Continue to evaluate and streamline hiring procedures for permanent employees

### **5.2 Support and encourage professional development and training opportunities**

- 5.2.1 Provide opportunities for timely and targeted dissemination of information from professional conferences and workshops
- 5.2.2 Promote staff retention and manager training through support of continuing education and staff development opportunities, including LEAD programs, HR Courses, CUL Mentoring Program, and technology and other training opportunities as appropriate
- 5.2.3 Encourage professional staff to stay abreast of library trends and services

### **5.3 Organize CUL staff to effectively support library services in partnership and across departmental lines**

- 5.3.1 Assess user needs, workload demands, staff vacancies and building configurations to determine any restructuring of the organization and/or reallocation of staff as part of FLCC renovation planning
- 5.3.2 Enhance or strengthen relationships with other SMU Libraries and campus departments
- 5.3.3 Streamline workflow and policies across CU libraries, including cash handling procedures, gift processing and circulation policies/procedures
- 5.3.4 Continue to utilize vendor-assisted services for routine processing in order to redirect staff resources in the processing of priority gift collections
- 5.3.5 Take advantage of more vendor products and services e.g. OPAC browser software
- 5.3.6 Continue to focus on developing customized policies for providing services to CUL's many varied categories of users
- 5.3.7 Develop improved assessment and evaluation tools, including a historical statistical



profile

- 5.3.8 Work with cohort organizations (such as ULG and ACRL) to collect library statistics
- 5.3.9 Continue active participation in SMU technology forums
- 5.3.10 Improve staff and policy manuals as needed
- 5.3.11 Work with the Meadows School of the Arts to develop appropriate budgetary support and building maintenance responsibility for the Hamon
- 5.3.12 Continue restructuring CMIT staff duties in order to emphasize support for the new Digital Center
- 5.3.13 Investigate ways to further consolidate and streamline all personnel/student hiring and tracking functions
- 5.3.14 Promote library internships with neighboring library schools and colleges

## **6 INFORMATION PROCESSING AND TECHNOLOGY**

### **6.1 Improve and expand library information management systems (e.g. PONI/Voyager/PeopleSoft)**

- 6.1.1 Evaluate and implement future modules and functionality as appropriate
- 6.1.2 Strive for continued improvement with upgraded public interfaces and new systems releases
- 6.1.3 Expand EDI implementation of business transactions to other vendors
- 6.1.4 Continue to develop Voyager reports, web and database usage statistics as requested, to include consideration of purchase of "Analyzer" for Voyager report writing
- 6.1.5 Refine in-house administrative statistics
- 6.1.6 Make purchase recommendation on an Electronic Resource Management System
- 6.1.7 Implement digital conversion standards in CMIT for audio, still images, and moving images
- 6.1.8 Promote the availability of laptops and other shared specialized equipment e.g. color laser printer, large format printer
- 6.1.9 Continue to assess e-journal management tool for its effectiveness

### **6.2 Integrate library information systems with other campus/non-campus systems**

- 6.2.1 In conjunction with ITS, plan, evaluate, update aging hardware, and maintain CUL wireless networking technology
- 6.2.2 Work with ITS and appropriate SMU Libraries representatives on the next phase of SMU Portal development
- 6.2.3 Explore possible content and authentication integration; investigate interface with CMS
- 6.2.4 Continue work on testing video streaming/file transfer
- 6.2.5 Evaluate joint CITA Lab/Information Commons and iPod reserve service
- 6.2.6 Work with Meadows faculty and staff to create an SMU-wide digital library, using the Art History slide library as the base collection

### **6.3 Develop CUL's ability to support digitizing, imaging and archiving services**

- 6.3.1 Create a Digital Center by repurposing CMIT staff, services, and space. Develop

processes and services for digital projects (digital photography, scanning, etc) for CUL, student “creation stations” where students can work on digital projects, and collaboration rooms where students can rehearse projects.

- 6.3.2 Explore range of digital library projects for which to seek financial support as well as potential partners
- 6.3.3 Purchase software/hardware to expand capacity for program support
- 6.3.4 Cooperate/coordinate with other SMU departments to develop successful digital projects, with particular attention to the Art History slide library conversion
- 6.3.5 Provide appropriate staff training in digital and other new technologies
- 6.3.6 Begin program to scan library materials invoices as a part of the SMU imaging systems project
- 6.3.7 Participate in enterprise-wide imaging system
- 6.3.8 Discuss strategies and technical standards for an integrated and cohesive digital library
- 6.3.9 Provide information on new digitization guidelines and encourage their adoption: evaluate the digitization planning process and guidelines
- 6.3.10 Investigate and develop funding opportunities for the new Digital Center; funding for the Student Creation Station area to be developed in collaboration with ACS
- 6.3.11 Continue to update Apple Production software for all video/audio editing and DVD mastering

#### **6.4 Provide timely, cost effective acquisitions and processing of library materials**

- 6.4.1 Assess branch libraries’ specialized processing needs and adjust CIP service levels as appropriate
- 6.4.2 Continue to explore products to streamline technical processing tasks, including vendor assisted selection, cataloging, and authority control
- 6.4.3 Develop Voyager reports as needed to improve our processes
- 6.4.4 Improve the quality of the bibliographic database, to include assessing vendor provided authority records and OPAC browser software such as Endeca or Aquabrowser

### **7 FACILITIES/PHYSICAL SPACE**

#### **7.1 Create a quality environment conducive to education and work**

- 7.1.1 Continue planning process for renovation of FLC complex, to include working with architect and campus space planning consultant
- 7.1.2 Continue to reclaim and redesignate space currently in use by departments not closely aligned with CUL goals and objectives
- 7.1.3 Work with the Provost’s office to relocate the SMU Press and Southwest Review out of CUL
- 7.1.4 Coordinate with the Biology Dept to have the remainder of the electron microscope equipment removed from SIC
- 7.1.5 Review space in all libraries for increased efficiency; formulate plans to relieve space shortages
- 7.1.6 Complete cleaning of SIC basement preparatory to opening it up for users and/or compact shelving

- 7.1.7 Evaluate FLC Information Commons and work with ITS staff to continuously improve services/support
- 7.1.8 Improve building security in all libraries; assess security/housing issues of all cage/restricted access materials
- 7.1.9 Complete the move of rare materials from the cages to DeGolyer
- 7.1.10 Update the disaster planning process and procedures
- 7.1.11 Keep fire emergency evacuation plans in line with campus emergency planning process; conduct regular fire/emergency drills; participate in the campus wide pandemic planning efforts
- 7.1.12 Continue working with CTE and Academic Computing to develop projects for the Strategic Alliance that would achieve common goals
- 7.1.13 Improve space utilization in the DeGolyer; continue to revamp procedures and reduce extraneous collections
- 7.1.14 Continue to replace the carpet in the Hamon, floor by floor
- 7.1.15 Obtain new pricing for compact storage in the SEL basement
- 7.1.16 Renew and refurbish CUL buildings as needed and opportunity permits to ensure that all buildings are welcoming, safe, and well-functioning environments
- 7.1.17 Provide adequate workspace with ergonomic furniture and equipment for staff members to carry out their duties
- 7.1.18 Maintain and upgrade library classrooms, offices, public equipment, furniture, carpeting, paint, and physical appearance on a scheduled and/or grant-funded basis
- 7.1.19 Continue to dispose of badly worn, obsolete and unrepairable furniture/equipment
- 7.1.20 Move CMIT media carrels to basement of FLC to coincide with merger of CMIT circulation with FLC circulation

## **8 FINANCIAL RESOURCES/DEVELOPMENT/PARTNERSHIPS**

### **8.1 Work with campus partners to position CUL for development success**

- 8.1.1 Build Annual Fund to increase CUL gift accounts and grow donor base
- 8.1.2 Work with the SMU Library Executive Board to develop its potential and capability for fund raising
- 8.1.3 Ensure that CUL cost centers develop robust income streams and reduce operational costs
- 8.1.4 Expand collaborative efforts with other SMU departments in order to broaden our audience for FOL activities and increase membership
- 8.1.5 Collect library data from benchmark schools in order to position SMU's libraries to secure additional resources if necessary

### **8.2 Engage in a vigorous program of library development**

- 8.2.1 Integrate CUL's priorities into the strategic plans of SMU's Centennial campaign
- 8.2.2 Launch CUL annual fund campaign
- 8.2.3 Develop funding plan to endow appropriate library positions and create new special collections endowments
- 8.2.4 Continue working with the board of the AWSW to complete the *Remember the Ladies!* \$1M goal
- 8.2.5 Cultivate, solicit and steward CUL's prospects and donors, including collectors with

specific library-related interests

- 8.2.6 Introduce and promote CUL to corporate and foundation prospects
- 8.2.7 Strengthen CUL's development message by working with SMU Public Affairs to produce collateral and development materials consistent with SMU Centennial Campaign
- 8.2.8 Evaluate and expand upon the Fondren Library Leadership Circle
- 8.2.9 Develop PR plan for the FLCC renovation project
- 8.2.10 In coordination with overall Centennial Campaign plans, establish CUL's fundraising priorities and strategy for achievement
- 8.2.11 Expand the membership and fund raising initiatives of the Friends of SMU Libraries
- 8.2.12 Increase the FOL presence on the CUL website; create new FOL brochure and benefits package; improve FOL management processes and infrastructure
- 8.2.13 Establish a communication plan between all SMU Libraries to maximize effectiveness of fundraising initiatives across the systems