

Summary of Critical Success Factors, Action Items and Performance Measures

| Goals | Critical Success Factors | Performance Measures | Action Items |
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| <p>Goal 1 Create, organize, and deliver collections that support the evolving curricular and research needs of the University community.</p> | <ol style="list-style-type: none"> 1) Acquisition decisions are informed by and responsive to user needs as collections are systematically evaluated for curriculum support 2) Users report that CUL collections meet or exceed their needs. 3) An established inventory control program successfully manages and evaluates collections on an ongoing basis for physical condition and relevancy. Conservation and preservation are performed as needed. 4) Collections are easy to access, navigate, and use, both physically and virtually. 5) Course reserves are delivered through a system that successfully addresses user needs. 6) Special collections materials and gifts are rapidly represented in the catalog upon their acquisition. 7) CUL is included in all critical initiatives regarding SMU's expanded research agenda. | <ol style="list-style-type: none"> 1) Proportion of disciplines covered by subject liaisons responsible for collections. 2) Yearly increases in faculty satisfaction with collections as measured by faculty surveys. 3) Yearly increases in student satisfaction with collections as measured by student surveys. 4) Proportion of misshelved and missing items to correctly shelved items in previously inventoried sections. 5) Usability of and patron satisfaction with library catalog. 6) Faculty and student satisfaction with course reserves, regardless of delivery method. 7) Turnaround time for representation in the catalog for newly received special collections and gift materials to CIP. 8) Gift backlog reduction. 9) Acquisitions funding increases in new research areas. | <ol style="list-style-type: none"> 1) Establish a clear roadmap for the implementation of subject liaison model. 2) Develop user surveys to assess satisfaction with collections and their ease of use. 3) Increase use of ShelfLister for improved inventory control, gathering unified data about misshelved items, damaged items, cataloging problems, etc. 4) Conduct an assessment of Dewey collections for potential consolidation with LC classified collections. 5) Logically rearrange the multiple collection locations in FLC, using the draft document <i>Ideas for Better Arrangement of FLC Book Collection</i> as a starting point. 6) Explore feasibility of weeding and reclassifying selected Dewey holdings into LC. 7) Explore alternatives and enhancements to current catalog interface. 8) Enhance the library's presence in Blackboard. 9) Explore the creation of benchmark timeframes for the receipt and processing of gift and purchased collections. |

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| <p>Goal 2 Transform the tools of scholarly research by implementing strategic technologies that reflect the priorities of SMU while serving the broader scholarly community.</p> | <ol style="list-style-type: none"> 1) Strategic technologies are progressively implemented 2) New technologies are thoroughly evaluated, selected, and implemented on a timely basis to support scholarly research and to make internal operations more efficient.. 3) Technology evaluation, selection, and implementation are informed by and responsive to input from faculty and students. 4) Documented processes guide the review of proposed and adopted technologies so that decisions about purchase, implementation, and retirement/replacement are made in a timely and systematic manner. 5) The evaluation and prioritization of digitization projects reflect the priorities of students and faculty for online access to collections, and are guided by established processes. | <ol style="list-style-type: none"> 1) Number of new technologies identified as supportive of SMU's research priorities. 2) Track success in meeting stakeholder needs and preferences. 3) Measure increases in the efficiency of processes supported by new technologies. 4) User satisfaction (external users): usage statistics for new technologies. 5) Computers are replaced based on a product life cycle that meets business needs and reflects best practices. 6) Number of digitization projects identified for processing. 7) Track implementation of digitization projects against established timeframe for project. 8) Measure online use of digital collections and CUL website. 9) Proportion of successful searches based on digital collection metadata. | <ol style="list-style-type: none"> 1) Regularly review professional literature and assess benchmark universities to identify strategic technologies for potential implementation. 2) Establish groups to review and make purchase versus replacement decisions. 3) Survey internal users, set priorities, and budget for new technologies to improve processes and to determine effectiveness of new and existing technologies. 4) Create new process with student, faculty, and staff input to annually review, prioritize, implement and retire technologies. 5) Revisit the digital collection development policy to ensure it reflects CUL's current goals. 6) Use pilot projects to establish core digitization standards and workflows. 7) Create process for reviewing, assigning priorities, implementing, and retiring digital collection technologies. 8) Complete Tower Digital Collection pilot project. 9) Create master digital collection project timeline. 10) Develop methods to evaluate usefulness and accessibility of digital resources. 11) Publicize new digital collections and monitor web statistics to track usage. 12) Perform usability testing and implement updates. |

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| <p>Goal 3 Re-brand CUL as a powerful resource for the University community and increase awareness and use of collections and services.</p> | <ol style="list-style-type: none"> 1) CUL is a catalyst to deepen and broaden the information fluency and technical literacy of its users. 2) CUL enhances the quality of scholarship by providing the tools for skillful access, organization, and evaluation of information. 3) CUL's web presence incorporates contemporary web design, is accessible to users with disabilities, and provides efficient and easy-to-use access to collections and services. 4) CUL proactively reaches out to faculty, students, and others in the SMU community through a strong subject liaison program. 5) CUL is actively involved with faculty and administration in curricular initiatives. 6) CUL provides active and engaging programs that educate users and promote library resources and services to the SMU community. 7) CUL programs, collections and resources are marketed and publicized to both internal and external constituents. 8) All SMU departments work closely with the University Archivist to identify and preserve their records of historical value and to transfer them in a timely manner to the SMU Archives. | <ol style="list-style-type: none"> 1) Student satisfaction with and competency after librarian instruction and reference help. 2) Creation and use of new resources or updates/improvements to existing resources. 3) Assess use of library resources, including print and electronic books and journals, as well as use of the catalog and databases. 4) Ease of use of CUL website to locate desired resources. 5) Proportion of disciplines covered by subject liaisons responsible for outreach. 6) Faculty awareness and utilization of subject liaison librarians for all subject areas. 7) Administrative awareness of library involvement with curricular initiatives and the general education curriculum. 8) Increased participation from First Year Writing faculty in library user education. 9) Increased emphasis on marketing and publicity. 10) University Archives regularly receives documents of historical value from all schools and divisions. 11) All first year students receive an introduction to the library at AARO and an increased number of upper division and graduate student classes receive library instruction. | <ol style="list-style-type: none"> 1) Create strong outreach and education program, including strong summer orientation, better online tools, and increased readership of publications. 2) Aggressively market our collections and services through outreach and user education programs, including the Academic RA program, and outreach to fraternities and sororities. 3) Explore online reference tool options (such as LibGuides or wiki use) and implement top choice for ease of use, flexibility, and effectiveness. 4) Conduct usability tests among students, faculty, and staff to determine what is effective and what changes are needed. 5) Consider online catalog enhancements such as cover images, tables of contents, media track listings, and summaries. 6) Establish clear roadmap for subject liaison model. 7) Establish strategic alliance with the Education Abroad Council, providing access to library resources and research services to constituents both on and off campus. 8) Aggressively market first-year user education through the First Year Writing program. 9) Archivist establishes roadmap for regularly contacting Schools and administrative units. |

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| <p>Goal 4 Create comfortable, inviting, and vibrant library spaces – both physical and virtual – that are responsive to the social dimensions of learning and research, that protect collections, promote the discovery of knowledge, that allow for growth, and that provide appropriate workspaces for staff.</p> | <ol style="list-style-type: none"> 1) Building architecture, design, and collection arrangement enhance the user experience. 2) Public spaces create an environment conducive to quality education, research and work. 3) Staff workspaces are located to maximize workflow efficiency and to take advantage of existing strengths of CUL’s physical facilities. 4) CUL has full use of and access to all space within its various facilities. 5) Collections, especially the rarest and most valuable, are located in physical environments that support both access and preservation. 6) CUL provides a virtual environment where students and researchers can connect with one another and feel comfortable exploring and interacting with digital collections and services. | <ol style="list-style-type: none"> 1) Customer satisfaction with FLC facilities increases. 2) Staff are located in most appropriate locations to create greatest efficiency and reduce costs. 3) CUL will provide adequate space for growth of collections 4) CUL will continue to reclaim library space from non-library users. 5) CUL will enhance environmental control and security. 6) User satisfaction with CUL’s virtual environment improves. 7) Infrastructure will be in place to support existing technologies and plan for new developments. | <ol style="list-style-type: none"> 1) Take action on the recommendations of Ira Fink’s report on space utilization. 2) Revitalize the FLC space-planning committee. 3) Work with SMU Administration to re-convene the FLC Oversight Committee. 4) Develop architectural plans to renovate FLC. 5) Devise system for improved on-going maintenance. 6) Develop user satisfaction surveys or focus groups; gather and analyze usage statistics. 7) Assess location of departments/staff to maximize efficiency; implement as appropriate. 8) Relocate non-CUL occupants from library space. 9) Investigate feasibility of expanding compact shelving throughout CUL. 10) With other SMU libraries, explore off-site storage options. 11) Develop statistical measures for usage of virtual resources. 12) Evaluate CUL public spaces in response to usage and user surveys. 13) Evaluate CUL space and growth rates for adequate housing of collections, present and future. |

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| <p>Goal 5 Build on the high level of customer service provided by CUL and proactively address changing user behaviors and needs.</p> | <ol style="list-style-type: none"> 1) CUL responds quickly to and better understands user needs and information-seeking behaviors, developing enhanced systems to assist users identify and use information. 2) Users report high levels of satisfaction with service and support. 3) User services are effectively marketed and publicized to internal and external constituents. 4) All staff go above and beyond the norm necessary to provide excellent customer service. 5) CUL contributes to the university's mission and spirit by encouraging innovation and responding creatively to new challenges with service improvements. 6) The CUL website serves as an effective portal to library resources and is an important research tool for students, faculty, staff, and the wider SMU community. 7) CUL is a proactive partner with the Office of Student Affairs, expanding library involvement with Resident Life and Student Housing. 8) Information literacy and library research skills are an integral part of every undergraduate's education. | <ol style="list-style-type: none"> 1) Post-AARO survey of First-year students indicates students are prepared to take advantage of the libraries resources. 2) Increased frequency of in-person and written communication with faculty and other constituents increases their participation in library programs and user education. 3) Customer satisfaction with library services. 4) Customer satisfaction with the library's web pages. 5) An increased number of students participate in the librarian/academic Residence Assistant program. 6) The General Education Curriculum Committee recommends inclusion of information literacy as a curriculum component for all entering students. | <ol style="list-style-type: none"> 1) Initiate the use of online survey tool to gain feedback on customer satisfaction. 2) Identify student and faculty information seeking behaviors and processes and use of the library, both physical and virtual. 3) Identify causes of user frustration and develop appropriate action plans. 4) Develop a user-centered, positive customer service attitude. 5) Implement new methods of contact to assigned faculty departments. 6) Improve and reinforce training for student assistants to reduce quality control errors. 7) Research faculty departmental goals, course requirements, and research interests in order to develop more focused collections. 8) Create subject-specific and course-specific user-education curriculum plans and materials. 9) Redesign web pages to best meet the needs of our customers. 10) Work with RLSH to ensure a library presence in new and existing residence halls. 11) CUL representative on General Education Curriculum Committee advocates for the inclusion of an information literacy component within the curriculum and helps develop potential models. |

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| <p>Goal 6 Invest in the requisite talent and expertise needed for a preeminent research university library system by recruiting, developing, and retaining staff with the skills and knowledge required to provide leadership in a complex environment.</p> | <ol style="list-style-type: none"> 1) Recruitment and employment processes enable CUL to attract highly qualified staff. 2) CUL follows established career advancement and management succession practices that support internal promotion and job growth. 3) Staff and managers receive training and development opportunities that enable them to successfully meet job expectations. 4) Staff and managers report being satisfied with and engaged in the CUL organization. 5) Managers use the CUL performance management system to hold staff accountable for performance. 6) CUL expands its range of required skill sets by hiring beyond traditional positions. | <ol style="list-style-type: none"> 1) Assess time required to fill vacancies. 2) Increase in the percentage of applicants that meet or exceed minimum qualifications. 3) Proportion of staff who take advantage of advancement opportunities. 4) Proportion of employees who meet standards of technical competency for their positions. 5) Proportion of managers who successfully complete core management training. 6) Proportion of staff who take advantage of training and development opportunities that are relevant to their job duties. 7) Proportion of employees who report a thorough understanding of job expectations. 8) Proportion of employees who report moderate to high levels of employee satisfaction and engagement. 9) Proportion of managers who develop individual performance plans for their staff. 10) Track number of position vacancies which have new requirements/qualifications in job descriptions. | <ol style="list-style-type: none"> 1) Enhance current recruitment practices: create time-line for filling vacancies; develop improved marketing strategies; review procedures from SMU libraries other institutions. 2) Develop standard format and required elements to include in all job descriptions. 3) Develop and implement career advancement and succession planning models. 4) Identify technical competencies for all staff and for specific job functions. 5) Develop technical competencies training program. 6) Work with HR to create management development training program. 7) Identify strategic cross-training needs. 8) Provide customer service training for all staff. 9) Develop annual staff survey to assess employee satisfaction. 10) Assign a mentor to all new employees. 11) Performance plans are incorporated into the annual performance review process. 12) Revise annual performance evaluation form. 13) Assess staffing models, evaluate workloads, and develop documentation of work processes and procedures. 14) Critically evaluate each position vacancy to determine appropriate/revised position requirements/qualifications. |

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| <p>Goal 7 Create a culture of open communication and collaboration, encourage and reward innovation, facilitate and empower staff initiatives, and streamline work processes.</p> | <ol style="list-style-type: none"> 1) Goals and priorities are communicated clearly to and understood by all staff and managers. 2) Established goals and priorities govern decisions regarding resource allocation. 3) The organization is structured effectively to align people and resources to support achievement of goals and priorities. 4) Collaboration, flexibility, innovation, and enhanced efficiency are promoted and rewarded. 5) Best practices from benchmark and other universities are adopted to improve work processes. | <ol style="list-style-type: none"> 1) Analysis of feedback from staff indicate that CUL goals and priorities are increasingly aligned. 2) Managers use relevant budget data in making decisions. 3) CUL divisions/areas assessed regularly to identify greater efficiencies and areas for improvement, both internally and CUL-wide. 4) Staff regularly and successfully introduce and implement workflow improvements. 5) Assess the cost efficiency of CUL operations as compared with Best Practice and/or benchmark institutions. | <ol style="list-style-type: none"> 1) Managers work with staff to develop individual action plans/goals that are relevant to CUL goals and priorities. 2) Provide relevant financial reports to all managers. 3) Investigate the feasibility of improved budget reports for subject specialists. 4) Review the organizational structure of CUL and compare it with those of benchmark institutions to determine and apply best practices. 5) Develop plans to re-structure or re-assess operations in needed areas. 6) Investigate ways to merge IIS and ILL, including billing and record keeping functions. 7) Extend outreach to business community through marketing of document delivery services, enhanced IIS website design, and other initiatives. 8) Expand staffing and resources at Fort Burgwin to support the extended academic year. 9) Create a process for soliciting, contributing, reviewing, and selecting new ideas or products. 10) Establish a fund to support process innovation 11) Refer to current and past Southern Association of Colleges and Schools reports and standards to help identify areas needing improvement. |

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| <p>Goal 8 Develop a stronger financial base to acquire the raw materials of university research and meet CUL programmatic goals through a vigorous and successful program of fundraising and development.</p> | <ol style="list-style-type: none"> 1) Librarians receive competitive salaries and benefits based on regional and national standards. 2) Salaries for non-librarian staff and students are competitive with those in other SMU divisions. 3) Acquisitions funding is competitive with both area institutions and with research libraries nationwide. 4) Allocated funding is used efficiently to support CUL programs and initiatives. 5) A robust development and external relations unit focuses efforts on fundraising and development activities. 6) CUL is well-positioned to play a central role in SMU's Centennial Campaign and to achieve CUL's campaign goals. 7) CUL fundraising priorities are effectively marketed to SMU donors and prospects. 8) CUL's major campaign goals are funded e.g. the first phase of the renovation of the Fondren Library Center by 2013. | <ol style="list-style-type: none"> 1) CUL librarian salaries compared to Marquette survey salaries. 2) CUL librarian salaries compared to average librarian salaries in area universities. 3) CUL librarian salaries compared to ARL beginning, mean, and median salaries. 4) Mean wages of non-librarian staff and students compared to mean wages for comparable SMU-wide positions. 5) CUL acquisitions spending compared to average acquisitions spending at major regional private university libraries. 6) CUL acquisitions spending compared to average acquisitions spending at ARL libraries. 7) Increase total number of CUL donors by 25% and total dollars raised by 50% . 8) Increase number of transformational gifts by 25%. 9) CUL increases its number of successful grant proposals to both local and federal funding sources. 10) Friends of the SMU Libraries/Colophon increases its membership numbers by 30% and its fundraising by 25% 11) Participation and giving record of the SMU Libraries Executive Board reaches 100%. 12) Number of CUL stories and PR releases increase frequency of spots in both internal and external publications. | <ol style="list-style-type: none"> 1) Perform salary studies to evaluate CUL librarians' standing among Marquette peers, area libraries, and ARL institutions. 2) Establish vacation benefits for CUL's librarians that are competitive nationally by reinstating SMU's former vacation policy. 3) Commission SMU's HR Department to prepare an updated salary study. 4) Compare CUL's acquisitions expenditures with peer universities. 5) Create budgets for student supervisors. 6) Prepare budget allocations on acquisitions and subject bibliographies. 7) Fund new library resource endowments and create income streams for non-funded areas. 8) Realign current development staff responsibilities. 9) Hire additional support staff for research, grant writing and administrative functions 10) Work with the Provost's Budget Office to develop better budgeting procedures with more transparent reports. 11) Develop a game plan for CUL capital campaign priorities. 12) Obtain commitment and timeline for Fondren Library Center renovation project. 13) Develop action plan for identifying and cultivating major prospects. |