

CUL Strategic Plan Progress Report

2010-11

Goal 1

Create, organize and deliver collections that support the evolving curricular and research needs of the University community.

Goal 1 - CSF 1: Acquisition decisions are informed by and responsive to user needs as collections are systematically evaluated for curriculum support

Actions completed

- History faculty were offered additional individual training to encourage them to directly recommend books relevant to their curricula through the GOBI online interface.
- DeGolyer has acquired works by poet James Merrill and 19th c. American fiction to support research interests of English graduate students.
- DeGolyer has acquired collection of novels set in Mexico to support research interests of students in English and history.

Actions in progress

- Steady progress is being made in the processing of media items in the Bumpas (Hamon) and Helgason (Fondren Media) Gift Collections. Since all items were brought up and shelved on the third floor of SIC according to the database created by Lisa Wall, many titles have been pulled for priority cataloging as requested by faculty. Student assistants completed checking all titles for possible duplicates. As new titles are processed in the DVD format duplicates in the Fondren Media Collection are either re-cased and re-labeled (DVD format) or withdrawn from the collection (VHS version).
- DeGolyer continues to acquire rare books and manuscripts in Western Americana and business history to support teaching and research.
- DeGolyer continues to acquire photographs to support undergraduate and graduate level teaching and research in the history of photography.

Goal 1 - CSF 2: Users report that CUL collections meet or exceed their needs.

Actions completed

- Matthew J. Amato, PhD candidate at USC, worked extensively in the Jones collection and other DeGolyer collections "to show how southerners positioned

post-bellum images of blacks as antebellum images of slaves--a move that reflected and fueled nostalgia for the racial regime of the Old South and supported white supremacy in the New South."

- Bert Spector, professor of business strategy at Northeastern University, studied the innovative use of "house-brands" by J.C. Penney in the early years of the twentieth-century.
- Michael Scott Van Wagenen, assistant professor of history at UT-Brownsville, finished his manuscript *Remembering the Forgotten War: Memory and the United States-Mexican War, 1848-2008* (forthcoming, Univ. of Massachusetts Press, 2012). Various DeGolyer collections "profoundly influenced the conceptualization of the project."

Actions in progress

- Peter Scott, economics and management professor at the University of Reading, is researching the early history of variety stores in the U.S. and Britain; he is particularly interested in the management systems of J.C. Penney.
- Jon Kowalski, PhD candidate at Carnegie-Mellon, is studying the development of the integrated circuit in the Texas Instruments archives.

Goal 1 - CSF 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.

Actions completed

- Remaining Science & Science McNaughton gift collections were evaluated and volumes were added to the collection, distributed to other Texas libraries, sold or recycled.
- Science, Science DeGolyer & Science McNaughton Cage materials were evaluated and either transferred to the DeGolyer Library or the circulating stacks. Unnecessary duplicates were withdrawn.

Actions in progress

- Duplicate and out of scope materials are regularly transferred from DeGolyer to Fondren.
- Rare geology materials are identified and regularly transferred from Science to DeGolyer.
- Members of the PIT are handling thousands of withdrawals from the collection in support of collection development staff members' identification of titles that do not support the curriculum. This project is expedited by the use of Gary Strawn's Location Changer software which automates many of the changes in the catalog with a turnaround time of minutes.

- All incoming music scores are matched with archival binders or sent to a professional bindery to ensure long-lasting use. Music scores and sound recordings are given new binders or cases when old ones wear out or break.
- Corrections, additions, and deletions are being made to the library catalog to accurately reflect the holdings of Foscue.

Goal 1 - CSF 4: Collections are easy to access, navigate, and use, both physically and virtually.

Actions completed

- Fondren subject specialist librarians, in selecting a limited number of reference books for retention in the renovated Information Commons, created a more curated environment in which such resources will be more effectively browsed physically by librarians and patrons alike. Additionally, those doing keyword searches for reference works will have clearer choices.
- nCDS released Version 2.0 of its digital collections development guidelines, which make collections easier to search, use and navigate by providing enhanced metadata, file-naming, and digital collection frameworks..
- 336,761 bibliographic records were loaded into the catalog representing content in the U.S. Congressional Serial Set Digital Collection .
- 77,419 bibliographic records were loaded into the catalog representing content in the U.S. Congressional Hearings Digital Collection.
- 29,615 bibliographic records and 12,082 authority records were loaded into the catalog representing content in the American Broadsides and Ephemera online collection.

Actions in progress

- The long-standing collection of SMU Meadows School of the Arts performance recordings is now going through cataloging to allow for discovery via the library catalog, with additional streaming access via Variations3 for some. Along with this process, each recording is being issued a unique call number for ease of organization and physical retrieval.
- ncds staff continue to digitize and present objects using CONTENTdm collections management software.

Goal 1 - CSF 5: Course reserves are delivered through a system that successfully addresses user needs.

Actions completed

- Faculty can now submit FLC course reserve requests completely online.

Goal 1 - CSF 6: Special collections materials and gifts are rapidly represented in the catalog upon their acquisition.

Actions completed

- Cataloging was completed for 1,165 previously unrepresented DeGolyer Library maps, which included maps from the B.B. Barr and John N. Rowe III gift.
- DeGolyer now has over 150 finding aids available online for archival collections (manuscripts, photographs, SMU Archives).
- Hundreds of serials in DeGolyer's transportation collection backlog are now cataloged.
- Gifts of books from Willard Spiegelman, David Weber, David Farmer, various cookbook collectors, and numerous other donors have been cataloged and processed with dispatch.
- Records for new manuscript and photograph accessions are created immediately.
- Significant progress was made in cataloging Hamon Arts Library gift collections, e.g., completion of the James M. Ward collection of 713 titles. In addition cataloging of early publications of the Dallas Museum of Art was completed—a collaborative effort with the Museum to provide access to these historical materials.

Actions in progress

- Bumpas (Hamon) and Helgason (Fondren Media) Gift Collections are ongoing projects due to the large amount of items involved and are being processed as fast as possible. Other gifts are received and represented in the catalog upon their acquisition.
- Last installment of Horton Foote collection pending delivery from Wharton, Texas.
- Work has begun on the G. William Jones film collection catalog preparing for transfer of the records to SMU's Library Catalog. Multiple updates to the records have been completed by CUL's IT Services unit to bring the records up to current cataloging standards.

- Through ongoing, fast-paced cataloging and streamlined processing workflows, music-related gifts such as those from Lloyd Pfautsch and Wilson Snodgrass are steadily added to the catalog until completion.

Goal 1 - CSF 7: CUL is included in all critical initiatives regarding SMU's expanded research agenda.

Actions completed

- The Digital Repository team completed inaugural planning for the SMU Digital Repository, including software contract.
- DeGolyer took part in recent search for new director of Clements Center for Southwest Studies.

Actions in progress

- Digital Repository team contacting research stakeholders around campus to communicate importance of Digital Repository to promulgating campus research.
- ncds has worked with OIT and the Office of Research and Graduate Studies to implement a campus wide digital repository.
- DeGolyer involved in search for two endowed chairs in history department.
- DeGolyer is working closely with art history department as they embark on their PhD program.

Goal 2

Transform the tools of scholarly research by implementing strategic technologies that reflect the priorities of SMU while serving the broader scholarly community.

Goal 2 - CSF 1: Strategic technologies are progressively implemented.

Actions completed

- Licensed bepress digital commons software for repository, and implemented through a soft roll-out.

Goal 2 - CSF 2: New technologies are thoroughly evaluated, selected, and implemented on a timely basis to support scholarly research and to make internal operations more efficient.

Actions completed

- Thoughtful analysis was performed evaluating open source repository software to determine if it was a good fit for the university.

Actions in progress

- Staff members are utilizing webinars, etc. for acquiring training in various fields. This provides expanded opportunities for staff training as well as saving money.
- The Gary Strawn Location Changer software is being used to enable rapid withdrawal of records from the catalog as part of database maintenance. The program replaces some types of individual manual changes with automated actions. Turnaround time on many submitted requests is reduced to minutes.
- Purchased high speed scanner, large format photography and v-shaped cradle scanner.

Goal 2 - CSF 3: Technology evaluation, selection, and implementation are informed by and responsive to input from faculty and students.

Actions in progress

- The digital repository will have an advisory board consisting primarily of faculty to insure the policies and procedures meet their needs.

Goal 2 - CSF 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.

Actions completed

- nCDS and OIT conducted a product comparison for digital repository software, leading to the selection of bepress's Digital Commons software.
- CUL undertook a several month study of DSpace, before deciding on a hosted solution. Hosted solutions were then evaluated with criteria before selection of the finalist.

Goal 2 - CSF 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.

Actions completed

- nCDS and the SMU-in-Taos Library created the Cantonment Burgwin Postings digital collection, based on research needs presented by faculty and students.
- nCDS provides priority status for faculty-driven digitization projects, such as digitizing primary documents for coursework.
- Copyright process map completed. .

Actions in progress

- Digital Collections Copyright policies and procedures document is in progress.

Goal 3

Re-brand CUL as a powerful resource for the University community and increase awareness and use of collections and services.

Goal 3 - CSF 1: CUL is a catalyst to deepen and broaden the information fluency and technical literacy of its users.

Goal 3 - CSF 2: CUL enhances the quality of scholarship by providing the tools for skillful access, organization, and evaluation of information

Actions in progress

- Electronic Resources Collection Committee (ERCC) worked with acquisitions colleagues to inaugurate improved workflow for subject librarians to assess database subscriptions and seek stakeholder feedback in advance of renewal deadlines.

Goal 3 - CSF 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.

Actions in progress

- On-going

Goal 3 - CSF 4: CUL proactively reaches out to faculty, students, and others in the SMU community through a strong subject liaison program.

Goal 3 - CSF 5: CUL is actively involved with faculty and administration in curricular initiatives.

Actions in progress

- Librarians serve on curriculum implementation committees, providing guidance on information literacy matters in particular..

Goal 3 - CSF 6: CUL provides active and engaging programs that educate users and promote library resources and services to the SMU community.

Actions completed

- DeGolyer took part in the Dallas-wide Horton Foote Festival with an exhibition and publication; local actors, directors, and producers introduced to HF collection.
- DeGolyer mounted exhibit for local chapter of the Guild of Book Workers.
- DeGolyer mounted exhibit on Texas fiction, with guest lectures and readings by authors.
- An expanded spring cookout featured demonstrations of research services and provided information about other services offered by both CUL and OIT.
- An expanded Fall Welcome Tent event featured the new Touch Learning Center and provided information about other services offered by both CUL and OIT.

Actions in progress

- DeGolyer preparing for Charles Dickens bicentennial in 2012 with exhibition curated by Steven Weeks, based on his collection.

Goal 3 - CSF 7: CUL programs, collections and resources are marketed and publicized to both internal and external constituents.

Actions completed

- The Texas State Historical Association used approximately 40 Civil War-related items from the Lawrence T. Jones III Texas Photographs digital collection in a series of specialized articles in its Handbook of Civil War Texas..

- nCDS and the DeGolyer Library's made available digitized photographs, in the form of looping slideshows, before events. For example looping slideshows that contained images from the Civil War: Photographs, Manuscripts, and Imprints and Lawrence T. Jones III Texas Photographs digital collections were used preceding two Stanton Sharp lectures sponsored by the History Department and a lecture and book signing with Robin Oliveira, promoting her book, My Name is Mary Sutter. Additional digitized photographs were made available to the Department of External Affairs.
- As of July 31, 2011, CUL's digital collections have received 1.3 million page views since their inception.
- DeGolyer contributes content to the semi-annual Clements Center newsletter.
- Anne Peterson gave a paper at the TSHA meeting in El Paso.
- Bookmarks promoting resources in the fields of engineering, biology, and environmental sciences were created and distributed to students and staff.
- An article on CUL resources for pre-med students was submitted to *Pre-Med/Pre-Health Rounds* newsletter editor.
- Prior to the beginning of AARO each year in May, a staff member meets with all AARO student leaders to explain and promote CUL services. AARO student leaders use this information to encourage incoming students to take advantage of the services CUL offers.
- CUL staff participate in and promote services during each portion of AARO (Resource Expo, break-out informational sessions, Red & Blue lunch). They do the same for all Mustang Monday & Mustang Day sessions.
- New and old services are promoted during the CUL Cookout held during National Library Week as well as in the Welcome Tent held on the first two days of the fall semester.

Actions in progress

- DeGolyer invited to participate in the Texas Book Festival (Austin) for the second straight year.

Goal 3 - CSF 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.

Actions completed

- Plaque recognizing SMU as a charter member of OCLC's nationwide, cooperative cataloging initiative salvaged from TS move and transferred to SMU Archives.

- Provost's Office and Development and External Affairs transferred large accession to SMU Archives in winter 2011.
- Personal papers relating to SIC and CUL history were transferred to SMU archives.
- Worked with the archivist to digitize 90 rotunda yearbooks.

Actions in progress

- Processing of papers of late professor David Weber is almost complete.

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 the discovery of knowledge, that allow for growth and that provide appropriate workspaces for staff.

Goal 4 - CSF 1: Building architecture, design, and collection arrangement enhance the user experience.

Actions completed

- Selected DeGolyer archival collections moved to SIC basement (the old herbarium, now DeGolyer North).
- All science gift material removed from SIC basement.

Actions in progress

- Shelving installed in FLE basement (old CIP space) for DeGolyer expansion; collection shifting ongoing.

Goal 4 - CSF 2: Public spaces create an environment conducive to quality education, research and work.

Actions completed

- New, comfortable chairs were identified and purchased for Information Commons and FLE 323.
- An additional study room was added in SIC.

Actions in progress

- Facilities Office is continuing to work with Custodial Services to make sure the library is a clean and attractive environment in which to work or study.

Goal 4 - CSF 3: Staff workspaces are located to maximize workflow efficiency and to take advantage of existing strengths of CUL's physical facilities.

Actions completed

- Technical services successfully moved into the third floor of the SIC library with minimal construction.

Actions in progress

- DeGolyer in process of creating more and better staff and student workspaces as collections are shifted to FLE basement and SIC basement.

Goal 4 - CSF 4: CUL has full use of and access to all space within its various facilities

Actions in progress

- DeGolyer ready to make good use of SMU Press office space as the discussion continues

Goal 4 - CSF 5: Collections, especially the rarest and most valuable, are located in physical environments that support both access and preservation.

Actions completed

- Science "cage" transfer completed, with materials shifted to DeGolyer or the open stacks).

Actions in progress

- Fondren "cage" transfer ongoing, with materials transferred to DeGolyer or the open stacks.

Goal 4 - CSF 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.

Actions completed

- CUL now has 18,500 digital items on the CUL Digital Collections web site. Related CUL Digital Collections social media include Flickr, a blog, and Twitter.

Goal 5

Build on the high level of customer service provided by CUL and proactively address changing user behaviors and needs.

Goal 5 - CSF 1: CUL responds quickly to and better understands user needs and information-seeking behaviors, developing enhanced systems to assist users identify and use information.

Actions completed

- Upgraded ILLiad server hardware for improved performance; December 2010.
- Voyager 8.0 upgrade; includes several service enhancements; July 2011.
- EZProxy sign on with SMU ID/Password; makes access to online resources easier for off campus users. August 2011.
- Created mobile version of Library Catalog; January 2011.

Goal 5 - CSF 2: Users report high levels of satisfaction with service and support.

Goal 5 CSF 3: User services are effectively marketed and publicized to internal and external constituents.

Actions completed

- Prior to the beginning of AARO each year in May, a staff member meets with all AARO student leaders to explain and promote CUL services. AARO student leaders use this information to encourage incoming students to take advantage of the services CUL offers.
- CUL staff participate in and promote services during each portion of AARO (Resource Expo, break-out informational sessions, Red & Blue lunch). They do the same for all Mustang Monday & Mustang Day sessions.
- New and old services are promoted during the CUL Cookout held during National Library Week as well as in the Welcome Tent held on the first two days of the fall semester.

Goal 5 - CSF 4: All staff go above and beyond the norm necessary to provide excellent customer service.

Actions completed

- 50% of available volunteer slots at the 2011 CUL Cookout and the 2011 CUL Welcome Tent, both major public outreach events, were filled by non-public service employees whose regular jobs do not require a great deal of interaction with a library "customer".

Goal 5 - CSF 5: CUL contributes to the university's mission and spirit by encouraging innovation and responding creatively to new challenges with service improvements.

Actions completed

- DeGolyer published a history of SMU's athletic program with the Lettermen's Association.
- DeGolyer provides space and access to centennial historian Darwin Payne as he researches and writes the centennial history.
- Joan Gosnell worked closely with DEA on the timeline and images in the Hughes Trigg "centennial hall".

Actions in progress

- DeGolyer to continue its traditional publishing programs and also to expand, in the aftermath of the SMU Press suspension, in new areas related to its interests (memoirs, literary fiction, histories). For example, DeGolyer to publish the short stories of Jane Roberts Wood, author who is also donating her archive to the library.
- Addition of the Touch Learning Center to the Information Commons .

Goal 5 - CSF 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.

Actions completed

- Updated Foscue Map Library web pages; August 2011.
- Created online research card application form with verification login; January 2011.

- Upgraded CUL study room application to version 3; January 2011.

Actions in progress

- DeGolyer's web-2-o in progress, more detailed guides to collections and research topics
- Redesign Technology Services website; target September 2011.
- Redesign Hamon Arts Library website; target September 2011.
- Redesign CUL Digital Collections website; target October 2011.
- Develop CUL mobile website; target October 2011.

Goal 5 - CSF 7: CUL is a proactive partner with the Office of Student Affairs, expanding library involvement with Resident Life and Student Housing.

Actions completed

- CUL has staff member serving second year on University Conduct Board.

Goal 5 - CSF 8: Information literacy and library research skills are an integral part of every undergraduate's education.

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.

Goal 6 - CSF 1: Recruitment and employment processes enable CUL to attract highly qualified staff.

Actions completed

- nCDS was able to recruit highly-trained part-time staff for grant-funded projects through its ongoing MLS practicum program with the two area library graduate schools.
- As of September 2011, the ongoing Cataloging and Metadata Internship program has recruited and trained four local graduate library students, who have collectively provided quality cataloging for 294 titles and aided the Authority Working Group by performing over 300 necessary edits to the database.

- Pamalla Anderson was hired as full-time head of readers' services in DeGolyer; Ada Negaru was hired as part-time archival assistant in DeGolyer.
- Carolyn Carpan was hired as Assistant Director of Research Services and will begin her duties in January of 2012.

Goal 6 - CSF 2: CUL follows established career advancement and management succession practices that support internal promotion and job growth.

Actions in progress

- Ongoing opportunities to learn more about media cataloging/processing will continue to be pursued and welcome.

Goal 6 - CSF 3: Staff and managers receive training and development opportunities that enable them to successfully meet job expectations.

Actions completed

- nCDS was able to provide in-person and online digital collections training from Amigos at no cost to 18 staff members at SMU, the Dallas Museum of Art, and the Dallas Public Library through funds from the Train to Share program.
- DeGolyer staff members attended attended Rare Book School at Texas A&M and the Rare Book School at UVa.
- Technology Services staff member attended ALA Annual Preconference on Action Research: How to Easily Incorporate Evidence-Based Librarianship into Professional Practice.
- Most supervisory staff in Technology Services' Bibliographic Services unit completed the new HR Manager Orientation program established for new supervisors.
- Catalogers in the Bibliographic Services unit participated in 5 webinar presentations to prepare for local implementation of the new national cataloging standard RDA (Resources, Description & Access).

Actions in progress

- DeGolyer staff member to attend Civil War photography meeting in Chattanooga; Another DeGolyer staff member to attend SAA workshop in Austin.

Goal 6 - CSF 4: Staff and managers report being satisfied with and engaged in the CUL organization.

Actions completed

- Moving from the Fondren Basement to the third floor of SIC was a very advantageous decision for CIP. The transition was very well planned and executed. Our environment is very conducive to better organization of materials storage and accessibility and therefore a better work flow.

Goal 6 - CSF 5: Managers use the CUL performance management system to hold staff accountable for performance.

Actions in progress

- On-going.

Goal 6 - CSF 6: CUL expands its range of required skill sets by hiring beyond traditional positions.

Goal 7

Create a culture of open communication and collaboration, encourage and reward innovation, facilitate and empower staff initiatives, and streamline work processes

Goal 7 - CSF 1: Goals and priorities are communicated clearly to and understood by all staff and managers

Goal 7 - CSF 2: Established goals and priorities govern decisions regarding resource allocation

Actions completed

- Lawrence Jones photography collection now paid for.

Actions in progress

- Austerity and retrenchment to govern DeGolyer during the economic uncertainties ahead.

Goal 7 - CSF 3: The organization is structured effectively to align people and resources to support achievement of goals and priorities

Actions completed

- Successful blending between cataloging and digital collections staff has created an efficient and dynamic work flow that allows additional staff development opportunities and increased output for digital collections.
- Building work orders can now be submitted and tracked online; June 2011.
- One additional staff member trained and integrated into music cataloging workflow to increase output and allow for realignment of existing staff in order to more quickly process gift collections.

Goal 7 - CSF 4: Collaboration, flexibility, innovation, and enhanced efficiency are promoted and rewarded.

Actions completed

- CUL Innovation Grants were created to fund new and creative ideas for projects and services.

Actions in progress

- Digital projects continue to flourish between DeGolyer and nCDS .

Goal 7 - CSF 5: Best practices from benchmark and other universities are adopted to improve work processes

Actions completed

- *ACRLMetrics* was made available to staff to facilitate benchmarking and reporting on library statistics

Goal 8

Develop a stronger financial base to acquire the raw materials of university research and met CUL programmatic goals through a vigorous and successful program of fundraising and development.

Goal 8 - CSF 1: Librarians receive competitive salaries and benefits based on regional and national standards.

Goal 8 - CSF 2: Salaries for non-librarian staff and students are competitive with those in other SMU divisions.

Goal 8 - CSF 3: Acquisitions funding is competitive with both area institutions and with research libraries nationwide.

Goal 8 - CSF 4: Allocated funding is used efficiently to support CUL programs and initiatives.

Actions completed

- Monthly statements on fund balances allow selectors to manage work more efficiently and effectively.
- Voyager funds were restructured to improve tracking of expenditures by both subject and fund.

Actions in progress

- Acquisitions staff are continuing to work closely with staff in collection development and financial management in order to expand and enhance the reporting of how the materials budgets are being spent and to develop ways to project future budgetary needs.

Goal 8 - CSF 5: A robust development and external relations unit focuses efforts on fundraising and development activities.

Goal 8 - CSF 6: CUL is well positioned to play a central role in SMU's Centennial Campaign and to achieve CUL's campaign goals.

Actions completed

- nCDS digitized the Rotunda yearbooks for the mustang memories component of the centennial hall exhibit.

Goal 8 - CSF 7: CUL fundraising priorities are effectively marketed to SMU donors and prospects.

Actions completed

- nCDS and the DeGolyer Library received several successful grants for digitizing special collections. The two units received a \$20,000 FY12 TexTreasures grant from the Texas State Library and Archives Commission and a \$25,000 grant from the Summerlee Foundation's Texas history program to digitize, catalog, and upload items for the Lawrence T. Jones Texas Photographs digital collection. In addition, the Norwick Center for Digital Services received a Smallwood Foundation grant to help fund a KIC self-service scanner for the Fondren Library Center.
- Modified Tables of Content online reservation system for Lauer Bush visit; February 2011.

Goal 8 - CSF 8: CUL's major campaign goals are funded e.g. the first phase of the renovation of the Fondren Library Center by 2013.