Strategic Plan
2013-2016
**Executive Summary**

In August 2013 the Strategic Planning Task Force (comprised of staff from across the Libraries) and the administrative team undertook a planning process to develop a strategy for 2013-2016. The planning culminated in the development of a strategy map, strategic objectives, strategic initiatives, and a Balanced Scorecard.

The strategy map was developed from a data-driven SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and outlined 13 strategic objectives organized across four perspectives (customer, financial, process, and learning and growth). From the 13 strategic objectives identified on the strategy map, 15 initiatives were adopted in order to support the realization of those objectives. These 15 initiatives were prioritized into two rounds and have been sequenced for implementation between 2013 and 2016.

**Mission**

The University of Texas Libraries, as a research library of the first tier, advances teaching, learning, and research excellence by providing expansive collections and innovative services to support critical inquiry and knowledge creation for the benefit of society.

**Vision**

The University of Texas Libraries will be the preeminent public university library, facilitating information discovery, creativity, and innovation to advance research and the pursuit of critical thinking to transform lives and change the world.

**Values**

Collaboration - *We build strong and meaningful partnerships on campus and beyond.*

Customer Focus - *We ensure a unique, effective and connected user experience shaped by client needs and expectations.*

Diversity - *We value the uniqueness of our staff and clients and their varied ideas and perspectives.*

Expertise - *We are defined by our deep and specialized knowledge and experience.*
Innovation - *We embrace creativity and flexibility to drive the cutting edge of knowledge and technology.*

Professionalism - *We work in a way that respects the needs of staff and clients and reflects well on the organization.*

## Organizational Purpose

**Teaching and Learning**

*The research university is one of society’s greatest assets,* a place where the best teachers prepare the best students to look beyond immediate vocational aspirations to understand and address society’s most compelling questions. UT Libraries partners with faculty to develop critical thinking, discernment, and argument skills for learners who are tomorrow’s leaders. Collectively, we provide students and faculty alike with learning tools and environments that abet and enable the enrichment of the mind.

**Research**

*There are no great universities without great libraries* – an observation as true of Bologna University in the twelfth century, or Oxford University in the fifteenth century, as it is at the University of Texas today. UT Libraries’ vast collection of resources, one of the largest and richest in the world, comprises the intellectual core of the Austin campus. These resources are among the magnets that attract superior faculty to the center of Texas, faculty whose expertise and research productivity incubate many of the technologies and innovations that fuel the Texas economy.

**Community**

*The modern research university is a dynamic, interwoven community of researchers, teachers, and learners.* UT Libraries supports and interconnects this community by providing the resources, services and spaces that bring people and ideas together. Researchers and faculty collaborate on uncounted explorations through our intellectual resources, students and faculty extend their dialogue through our services, and the libraries themselves provide spaces where students collaborate and connect. Together with our librarians, they create a culture that changes the world.
Expertise

The rich and unique collections that define great libraries do not fall unaided into the arms of learners; rather they are selectively assembled, interpreted, and made discoverable by an array of library experts who cultivate these critical resources that propel the teaching, learning and research experiences that define this great university. The professional skill and commitment of our people is perhaps UT Libraries’ most defining characteristic, and as such we strive to support our staff as they continually develop their expertise and expand their knowledge in the support of the teachers and learners of the University of Texas at Austin.

Strategic Objectives

In August 2013 the Strategic Planning Task Force and members of the Administrative Council conducted a strategic development session which involved a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, and the creation of a strategy map. A variety of data sources (environmental scan, LibQUAL+, staff feedback, research studies, and budget information) were mined when the SWOT analysis was conducted. Thirteen strategic objectives, which were organized across four perspectives (customer, process, learning and growth, and financial), were outlined on the strategy map (see Figure 1 below).
Figure 1: 2013-2016 UT Libraries Strategy Map
**Customer.** The three objectives for the customer perspective included 1) Be an Integral Component of University Success, 2) Elevate UT Libraries Profile, and 3) Facilitate Student and Faculty Success. These objectives speak to the need for UT Libraries to demonstrate its value and relevance to the university. These objectives also speak to UT Libraries’ commitment to being a valuable part of ensuring student and faculty, and the success of the entire university.

**Process.** The four objectives identified in the process perspective were 4) Leverage Shared Services Initiative, 5) Build eScholarship Capacity, 6) Re-envision Global Studies Program, and 7) Transform Library Spaces. These objectives show UT Libraries’ desire to further serve the university community by working collaboratively with campus partners on shared services, increasing our services and infrastructure in support of eScholarship, re-imagining our global studies program while continuing to transform UT Libraries’ spaces to better support the learning and research activities of students and faculty.

**Learning and Growth.** The learning and growth perspective contained two objectives including 8) Cultivate Expertise and 9) Hire Top Talent. These two objectives together show the value we place on our staff. UT Libraries understands the strategic importance of continuing to develop its current employees while recruiting top talent to the organization.

**Financial.** The financial perspective included three objectives: 10) Increase Non-traditional Revenue, 11) Maximize University Support, and 12) Optimize Spending. These objectives demonstrate UT Libraries attention to the university-wide budget constraints under which it operates, and the desire to optimize its spending while seeking new and innovative ways to raise revenue and maintain its financial support.

**All Dimensions.** A strategic objective that cut across all four dimensions was 13) Engage Our Audiences. This objective recognizes the importance of engaging our audiences in order to cultivate their support.

### Strategic Initiatives 2013-2016

From the thirteen objectives identified on the strategy map, 15 initiatives were adopted in order to support the realization of those objectives (see Table 1 below). The 15 initiatives identified were prioritized into two rounds and have been sequenced for implementation between 2014 and 2016.
Table 1: Mapping of 2013 – 2016 Strategic Objectives and Initiatives

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A description of each of the 15 initiatives is provided below.

**Customer**

**Objective: Elevate UT Libraries Profile**

SI #1: Branding & Marketing Initiative - This initiative will explore ways in which UT Libraries can expand branding and marketing efforts in order to elevate its profile.
  - Timeframe: Round 1 – launch in March 2014

**Objective: Facilitate Student and Faculty Success**

SI #23: Student and Faculty Engagement Initiative - This initiative will develop strategies for further engaging students and faculty by identifying innovative programs, services, and spaces that will facilitate their success in teaching, research, and learning.
  - Timeframe: Round 2

**Process**

**Objective: Leverage Shared Services**

SI #24: Increase Role in Campus Infrastructure Initiative – This initiative will identify opportunities for UT Libraries to collaboratively interface with campus needs (e.g. digital asset management) and build a process for seeking and identifying such opportunities on an ongoing basis.
  - Timeframe: Round 1 – launched in January 2014

**Objective: Build eScholarship Capacity**

SI #25: Digital Curation and eScholarship Digital Infrastructure and Services Initiative – This initiative will articulate an organizational strategy for increasing UT Libraries capacity for digital curation and digital infrastructure and services in support of eScholarship.
  - Timeframe: Spring 2014

SI #26: Scholarly Communication and Open Access Policies Initiative – This initiative will identify a programmatic strategy for supporting scholarly communication and a plan for working with campus partners to develop a campus-wide policy.
  - Timeframe: Spring 2014
Objective: Re-envision Global Studies Program

SI #27: Expand and Reimagine Global Studies Initiative – This initiative will develop a vision and strategy for the UT Libraries global studies program including an increased focus on internal partnerships, an expansion of the current program to include new areas in global studies, and a programmatic focus that enhances the collections in the areas of the Middle East and South Asia.
  • Timeframe: Spring 2014

Objective: Transform Library Spaces

SI # 28: Physical Collection Retention, Preservation, and Storage Initiative – This initiative will develop a long-term strategy for the retention, preservation and storage of the UT Libraries physical collections. This scope of this initiative should include, but is not be limited to, the planning for the addition of Library Storage Facility 3, the removal of the Collections Deposit Library, the deployment of inventory control software, and an articulation of a collection retention policy.
  • Timeframe: January 2014

SI #29: Learning Commons Initiative – This initiative will work with campus partners to realize the opportunity of creating a Learning Commons space on the 2nd floor of the Perry Castaneda Library.
  • Timeframe: Underway

Learning and Growth

Objective: Cultivate Expertise

SI #20: Staff Development Initiative – This initiative will create a staff development program for all staff attuned to the evolving complexity of required skill sets, reduced staff, and declining budgets.
  • Timeframe: March 2014

Objective: Hire Top Talent

SI #30: Recruitment Strategies Initiative – This initiative will explore new and innovative recruitment strategies that will enable UT Libraries to hire the best talent.
  • Timeframe: Round 2
Objective: Increase Non-traditional Revenue

SI #5: Grants Initiative – This initiative will increase library funding through collaborative grant-seeking with University and ARL partners in core areas.
  • Timeframe: March 2014

Objective: Maximize University Support

SI #31: DPAC 2.0 Initiative – This initiative will develop strategies for engaging staff in the annual DPAC planning process and increasing community ownership of the resulting product.
  • Timeframe: January 2014

Objective: Optimize Spending

SI #32: Service Review Initiative – This initiative will create a methodology by which services offered to internal and external customers will be reviewed and evaluated for continuation.
  • Timeframe: June 2014

All Dimensions

Objective: Engage our Audiences

SI #33: UT Libraries Support of Medical School Initiative – This initiative will identify the ways in which UT Libraries can partner with and support the UT Medical School through staffing, programs, collections, and services.
  • Timeframe: January 2014

SI #34: Engage Allies Initiative – This initiative will develop a strategy to identify and engage campus and external allies in order for UT Libraries to cultivate their support.
  • Timeframe: Round 2

Eight of the 15 initiatives were identified as needing a working group to develop recommendations for administration regarding a path forward. These working groups will be convened by a Task Force member and will have an Administrative Sponsor from the administrative team. For each initiative, a working group of approximately six to ten staff members from across the organization will undertake the charges of the initiative that were identified by the Task Force. The members of the working groups will be selected from a
library-wide call for participation. Once a working group is formed it is given the responsibility of developing recommendations on how UT Libraries can realize the initiative by issuing a final report to the executive management team. The executive management team then drafts an implementation plan for the working group recommendations they have accepted, so that they can direct the work that needs to be accomplished at the operational levels throughout the organization. The initiatives selected for working groups are:

- SI #1: Branding & Marketing Initiative
- SI #5: Grants Initiative
- SI #20: Staff Development Initiative
- SI #23: Student and Faculty Engagement Initiative
- SI #25: Digital Curation and eScholarship Digital Infrastructure and Services Initiative
- SI #26: Scholarly Communication and Open Access Policies Initiative
- SI #30: Recruitment Strategies Initiative
- SI #34: Engage Allies

The remaining seven initiatives will be undertaken utilizing implementation teams which will be comprised of staff who are involved with the operations associated with the initiative. Implementation teams will not be responsible for issuing a final report, instead they will develop recommendations (in consultation with an administrative sponsor) which will be directly implemented.

Assessment of Strategic Objectives

Evaluating the impact of our strategic objectives is accomplished through the measures identified on the Balanced Scorecard, which are scored three times a year. Implementation plan evaluation is conducted by the Assistant Director for Organizational Development who tracks all the implementation steps associated with each recommendation to ensure that the implementation plan is completed, and it is reviewed regularly with the executive management team and each semester with the Task Force.

Continuous Planning Process

The continuous planning process graphic (see Figure 2 below) is a visual representation of components of the UT Libraries planning approach. Every three years, a strategic vision for UT Libraries is developed based on an environmental scan and SWOT analysis during a formal strategic planning process. This strategic planning review results in the creation of a strategy
map of objectives, identification of initiatives to realize those strategic objectives, and a Balanced Scorecard to assess impact of those initiatives and our organization’s progress towards the strategic objectives.

The strategic planning process that was undertaken in fall 2010 and 2013 is part of the UT Libraries’ commitment to continuous planning through the development of a flexible framework that provides an ongoing mechanism for the establishment of new initiatives to address the needs of the organization. This planning framework also emphasizes continuous assessment of initiative implementation and results and progress towards strategic objectives.

**Figure 2: Continuous Planning Model**