Introduction

The McDermott and Callier Libraries of the University of Texas at Dallas operate in an extremely dynamic environment that challenges the foundation of our organization. As we plan the transformation that will move the Library to meet the demands of a major research institution, we see an organization that must undergo a change in culture. Our strategy views the Libraries as an academic partner with the University rather than the traditional view of library solely as service provider.

This plan is based on values that were expressed by the excellent staff who worked on this document.

These values are:

- The Libraries exist to meet the needs of the University community and reflect the goals of the University.
- The Libraries are committed to future planning. The commitment includes continued evaluation of our current environment and strategies for the future. Our future depends on providing more structure within the organization and the financial flexibility to increase the resources available for our students and researchers.
- The role of the Library as a repository will continue and will meet the user’s expectations by collecting materials in a variety of formats.
- The Libraries are committed to serving a diverse clientele in an attractive environment that promotes learning and research.
- The Libraries depend on the skills and knowledge of the librarians and support staff as they are our most valuable resource. The Libraries are committed to the development and training of this staff.
- The Libraries are committed to taking advantage of all technological advances as deemed appropriate to further our mission and that of the University.
Strategic Themes

This Plan is conceived around six themes that will guide us during the coming five years. The themes will guide the Libraries’ pursuit of our own vision and mission (see appendix):

- Collections
- Communications
- Facilities
- Services
- Human Resources
- Technology

I. Strategic Theme: Collections

Goal: Develop collection strategies that respond to the instructional and research needs of the University of Texas at Dallas, striving for a balance between the development of on-site collections and access to external information resources.

Strategic Directions

Objective: Investigate the funding requirements, collection size and scope, space needs, and technology infrastructure needed to support the University’s mission to achieve Tier One Status.

- Years: 2006-2008
- Responsible Parties: Collections/Liaisons
- Outcome/Status:

Objective: Obtain the finances needed to keep pace with inflation, growth of the student body and faculty, and new academic programs.

- Years: 2008-2010
- Responsible Parties: Dean of Libraries and University Administration
- Outcome/Status:

Objective: Create and update all collection development policies and procedures, including a thorough review of our approval plan and depository profile.

- Years: 2006-2008
- Responsible Parties: Collections/Liaisons
- Outcome/Status:
I. Strategic Theme: Collections (continued)

Objective: Investigate and implement efficient ways to monitor usage and assess the overall integrity of our collections utilizing statistical categories in Voyager.

- Years: 2006-2007
- Responsible Parties: Collections and Systems
- Outcome/Status:

Objective: Investigate the space, technology, and funding required to meet the preservation needs of the Library’s collections.

- Years: 2008-2011
- Responsible Parties: Collections and Special Collections
- Outcome/Status:

Objective: Establish a University Archive in Special Collections to preserve the historical heritage of UTD.

- Years: 2006-2008
- Responsible Parties: Special Collections and Ad Hoc Archive Committee
- Outcome/Status:
II. Strategic Theme: Communications

Goal: Enhance communication between Library departments, other University departments, and all of the Library’s constituents.

Strategic Directions

Objective: Begin holding regularly scheduled meetings between Library administration and staff.

- Year: 2006
- Responsible Parties: Library Administration
- Outcome/Status:

Objective: Investigate and implement methods of delivering Library and University information through a variety of technologies, including public computers and plasma screens.

- Years: 2007-2011
- Responsible Parties: Public Relations, Public Services, and Systems
- Outcome/Status

Objective: Establish content and editing guidelines for Library publications.

- Year: 2006
- Responsible Parties: Committee to be appointed
- Outcome/Status:

Objective: Implement the recommendations of the BLOG Committee.

- Year: 2006
- Responsible Parties: BLOG Committee and Library Administration
- Outcome/Status:

Objective: Investigate improvements to the Library’s telephones.

- Year: 2006
- Responsible Parties: Library Administration
- Outcome/Status:

Objective: Institute a forum for sharing information collected from professional development activities.

- Year: 2006
- Responsible party: Library Advisory Board
- Outcome/Status:
III. Strategic Theme: Facilities

Goal: Provide an attractive and comfortable environment for study, research, creative/intellectual exchange, and access to and preservation of the collections.

Strategic Directions

Objective: Occupy the entire McDermott Building and renovate the 1st and 3rd floors. This will provide additional space for collections to bring them into ADA compliance, different seating configurations (including project rooms), updated furniture, information literacy classrooms, climate control, and storage facilities.

- Years: 2006-2009
- Responsible Parties: Library and University Administration
- Outcome/Status:

Objective: Initiate a long-term plan for expanding McDermott Library to provide additional study space, relocate Technical Services and Special Collections, secure unprocessed materials, and provide for the preservation of at-risk collections.

- Years: 2006-2011
- Responsible Parties: Library and University Administration
- Outcome/Status:

Objective: Complete the Library’s Disaster Recovery Plan and Emergency Procedures.

- Years: 2006
- Responsible Parties: Existing Committee
- Outcome/Status:

Objective: Improve the physical safety of the building by adding fire suppression systems on all floors, eliminating all carpeting from stairwells, and removing all hazardous materials.

- Years: 2006-2011
- Responsible Parties: Library and University Administration
- Outcome/Status:
Objective: Investigate ways to improve the maintenance and upkeep of the building.

- Year: 2006
- Responsible Parties: Committee to be appointed
- Outcome/Status:

Objective: Investigate and improve the lighting and electrical outlets in all areas of McDermott Library.

- Years: 2007-2009
- Responsible Parties: Committee to be appointed
- Outcome/Status:

Objective: Improve the security of the Library by investigating a keyless entry system for all interior doors and security-sensitive areas.

- Years: 2007-2009
- Responsible Parties: Library and University Administration
- Outcome/Status:

Objective: Provide guidance to the University regarding the exterior of the building including the Library’s roof, doors, gardens, signage, sidewalks, and seating.

- Year: 2006
- Responsible Parties: Library and University Administration
- Outcome/Status:
IV. Strategic Theme: Human Resources

Goal: Actively recruit, develop, and retain a diverse, well-qualified staff whose work reflects a balanced commitment to the distinctive values of librarianship and to furthering those values in a rapidly evolving information environment.

Strategic Directions

Objective: Investigate the staffing requirements, qualifications, and salary levels of Tier One academic libraries.

- Year: 2006
- Responsible Parties: Library Advisory Board
- Outcome/Status:

Objective: Seek library faculty status for professionals as a part of migrating to Tier One Status.

- Years: 2006-2009
- Responsible parties: Committee to be appointed
- Outcome/Status:

Objective: Formulate written guidelines for standardization of performance appraisals for all employees.

- Years: 2006-2010
- Responsible parties: Library Advisory Board
- Outcome/Status:

Objective: Investigate and provide a structure for promotion and merit increases.

- Year: 2006
- Responsible Parties: Library Advisory Board
- Outcome/Status:

Objective: Establish a mentoring program that provides a thorough introduction to the Library’s institutional culture for all new Library employees.

- Years: 2006-2008
- Responsible parties: Library Advisory Board
- Outcome/Status:
IV. Strategic Theme: Human Resources (continued)

Objective: Establish the criteria to recognize and publicize day-to-day contributions of Library staff.

- Years: 2006-2007
- Responsible parties: Library Advisory Board
- Outcome/Status:

Objective: Improve formal training of liaisons.

- Years: 2006-2011
- Responsible Parties: Collections/Liaisons and Library Administration
- Outcome/Status:

Objective: Investigate ways to improve the training needed by all staffs.

- Years: 2006-2008
- Responsible Parties: Library Advisory Board
- Outcome/Status:

Objective: Formulate budgeting guidelines for conference/travel requests.

- Years: 2006-2011
- Responsible parties: Library Administration
- Outcome/Status:

Objective: Develop a cross-training program between Library departments.

- Years: 2006-2010
- Responsible parties: Library Advisory Board
- Outcome/Status:
V. Strategic Theme: Services

Goal: Provide user-centered services assuring timely access to the information resources needed for learning, teaching, and research. Help users develop the information skills required for lifelong learning.

Strategic Directions

Objective: Investigate the quality of Library services, collections, and programs by conducting annual user surveys.

- Years: 2006-2011
- Responsible party: Library Advisory Board
- Outcome/Status:

Objective: Provide a means for patrons to pay fines during the evening and weekend hours.

- Years: 2006-2007
- Responsible parties: Library Administration
- Outcome/Status:

Objective: Develop a required one-hour credit Information Literacy course.

- Years: 2006-2009
- Responsible parties: Committee to be appointed
- Outcome/Status:

Objective: Conduct faculty training for all Library software (e.g. Blackboard, Docutek, RefWorks, ePublish, etc.)

- Years: 2006-2011
- Responsible party: Information Literacy
- Outcome/Status:

Objective: Host annual events for faculty to increase their knowledge of Library services and staff.

- Years: 2007-2011
- Responsible parties: Dean of Libraries
- Outcome/Status:
V. Strategic Theme: Services (continued)

Objective: Create a full document delivery service for faculty.

- Years: 2007-2009
- Responsible parties: Interlibrary Loan Services
- Outcome/Status:

Objective: Provide documents from electronic resources to other libraries, as licenses allow, pending the implementation of an Electronic Resource Management System (ERMS).

- Years: 2008-2011
- Responsible parties: Interlibrary Loan Services
- Outcome/Status:

Objective: Expand workstations and printing options available to Community Users when funds are provided (e.g. Friends of the Library, University Alumni, etc.).

- Years: 2006-2008
- Responsible parties: Friends of the Library
- Outcome/Status:

Objective: Evaluate the feasibility of creating a retrieval service for patrons.

- Year: 2006
- Responsible Party: Committee to be appointed
- Outcome/Status:

Objective: Explore the feasibility of providing service points on all Library floors.

- Years: 2006-2011
- Responsible Parties: Public Services
- Outcome/Status:

Objective: Use technology to provide alternative delivery methods of instructional sessions and Library events.

- Years: 2007-2011
- Responsible party: Systems and Information Literacy
- Outcome/Status:
Objective: Create opportunities to attract prospective students to the University, such as lectures for different age groups, outreach to community colleges and schools, and annual events (essay, poster, art contests, etc.)

- Years: 2007-2011
- Responsible party: Public Relations and Library Administration
- Outcome/Status:

Objective: Enhance services to distance education students by creating tutorials, adding a toll-free telephone line, expanding chat reference, and providing web conferencing.

- Years: 2006-2011
- Responsible party: Public Services
- Outcome/Status:

Objective: Provide the ability for patrons to access their Library account through developing technology.

- Years: 2007-2011
- Responsible Parties: Systems
- Outcome/Status:

Objective: Provide the facilities, equipment, and software for creating and editing original multimedia content.

- Years: 2007-2009
- Responsible Parties: Library Administration
- Outcome/Status:

Objective: Study and purchase equipment needed to enhance instruction classes and lectures.

- Year: 2006-2007
- Responsible Parties: Information Literacy and Senior Associate Director
- Outcome/Status:
VI. Strategic Theme: Technology

Goal: Develop and maintain an infrastructure that accommodates the existing and emerging technologies required to further the Libraries’ mission.

Strategic Directions

Objective: Establish guidelines for future development of the library webpage(s).

- Years: 2006-2007
- Responsible Parties: Web Oversight Committee
- Outcome/Status:

Objective: Implement Electronic Resource Management System (ERMS) to provide central control and dissemination of information about our electronic subscriptions.

- Years: 2006-2007
- Responsible Parties: ERMS Committee
- Outcome/Status:

Objective: Develop a program to control the updating of links within the Library’s webpages.

- Years: 2007-2009
- Responsible party: Systems and Library Webmaster
- Outcome/Status:

Objective: Cooperate with Project Quest to establish a universal login for all University systems including the connections to electronic resources.

- Years: 2006-2009
- Responsible party: Systems and University Administration
- Outcome/Status:

Objective: Partner with Information Resources to fully develop UTD’s course management software.

- Years: 2008-2011
- Responsible parties: Systems and Liaisons
- Outcome/Status
VI. Strategic Theme: Technology (continued)

Objective: Investigate ways of gathering statistics about usage of the Library’s website.

- Years: 2006-2011
- Responsible party: Systems
- Outcome/Status:

Objective: Investigate and implement link resolving software to provide seamless access to full-text electronic materials.

- Years: 2006-2007
- Responsible party: Systems and Public Services
- Outcome/Status:

Objective: Expand Library’s technology infrastructure to include streaming video.

- Years: 2007-2009
- Responsible parties: Library Systems, LITS, Public Services
- Outcome/Status:

Objective: Purchase and implement media scheduling software.

- Year: 2007
- Responsible parties: Library Systems
- Outcome/Status:
Appendix

Key planning documents

Mission Statement of the Libraries of the University of Texas at Dallas

We embrace the mission of the University of Texas at Dallas by providing maximum access to relevant, authoritative, and scholarly resources.

We are dedicated to maintaining a congenial atmosphere for the library community and will endeavor to accommodate the needs of our diverse clientele.

Vision Statement of the Libraries of the University of Texas at Dallas

The University of Texas at Dallas Libraries pledge to promote a collaborative and congenial learning environment as active partners with the faculty and administration in realizing the University’s mission. Employing the latest technology, the Libraries will manage and maintain access to the greatest number of resources relevant to the University’s teaching and research mission regardless of format. Constant effort and innovation will make access as efficient as possible, and the staff will instruct patrons enabling them to evaluate and extract maximum value. The Libraries will preserve and manage important and unique materials for present and future scholarship. Recruiting an excellent staff, updating its expertise, and encouraging its participation in professional activities will ensure high quality service that will add value to the University’s assets. Finally, the Libraries will maintain the highest ethical standards as stated in the American Library Association’s Code of Ethics.

Staffing Statement of the Libraries of the University of Texas at Dallas

For a successful five-year plan, the McDermott Library organization will encourage long-term, mutually-beneficial relationships among its administrators, professionals, and paraprofessionals. Fostering teamwork and creating a climate conducive to change are necessary components for a Tier One academic library. The Library staff cares passionately about providing good service and sincerely wants the Library to be a source of pride for the University. A firm commitment to quality from administrators and staff will result in a Library capable of expanding and adapting to the information environment of the 21st century.